

# Sales Management

THE MAGAZINE OF  
MARKETING

..... How to  
Get More Sales Power  
from Public Relations  
When Business Is Off

Page 33

Who's Beating the Recession?

Page 42

Selected Markets Show Improvement

Page 118

# How to turn research pennies into advertising dollars

Rarely is there enough money in an advertising budget for *all* of the things that should be done. One of the sound activities usually short-changed is advertising research, especially in industrial advertising budgets.

Yet, if a relatively small percentage—even of relatively small budgets—is set aside for advertising research, that small expenditure can greatly increase the effectiveness of the remainder.

It can tell you important things you can find out in no other way. It can confirm good judgment and point a factual finger at bad. It can uncover sins of omission and commission in both media and message. It can make every advertising dollar a better investment in sales.

Advertising research need not be costly, or complicated. Much of it can be done by the advertising department, or by the advertiser and agency working together. The opportunities are limited only by imagination.

After all, the main essentials are common sense and an open mind—qualities at least as prevalent among advertisers as among professional research organizations. (When extensive field interviewing, psychological motivation research, technical product analysis and other specialized techniques are needed, there is no substitute for the trained and qualified research firm. But the problems of advertising research, in most cases, are not that complicated.)

We spend a share of our profits each year in advertising research aimed at maintaining a high standard of quality for our product. We also urge our clients to earmark a part of their budgets for such research, and we help them in a number of ways. For instance, we ask client advertising managers to pin-point the buying influences in their own companies, and then we and they actually do the interviewing to validate readership habits of these key industrial buyers. We sometimes pretest ads before publication with prospective purchasers. Currently we are conducting a major mail



readership study at the purchasing level among a representative sample of companies—with the results to be made available to all clients.

There is virtually no end to the ways in which advertising research can be done at a cost of a few pennies on the budget dollar. And these pennies multiply themselves many times—as advertising money should do when it is invested in the right way, at the right time, in the right place.

## Marsteller, Rickard, Gebhardt and Reed, Inc.

A D V E R T I S I N G

NEW YORK • PITTSBURGH • CHICAGO • HOUSTON

AFFILIATES

PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.  
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.



# How to focus your product story on 6 important areas of family interest

**Better Homes & Gardens popular Idea Annuals** concentrate the famous idea power of America's *family idea magazine*—Better Homes & Gardens—on six specific home and family topics. For the innumerable products that home and family centered people want and need, here is selective advertising at its best. The readers of BH&G Idea Annuals are actively looking for things to do and to buy—because they're ready to turn their dreams of better living into realities. For complete and profitable details, get in touch with your Better Homes & Gardens representative—soon!

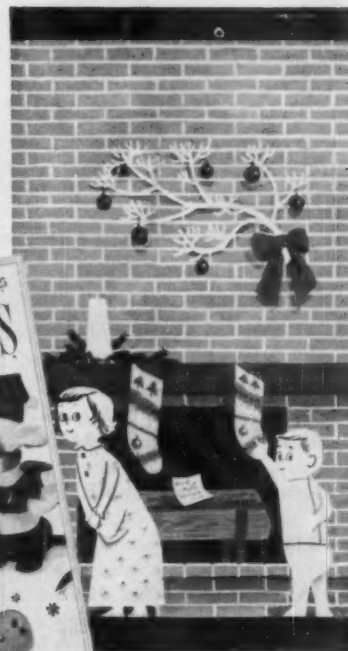
## CHRISTMAS IDEAS ANNUAL

1958 ISSUE CLOSES: AUGUST 15

ON SALE: OCTOBER 16, 1958

RATE BASE: 550,000

Whatever you sell that home loving people might buy to make someone's Christmas merrier—to give as a gift, to decorate with, to cook or to eat—you reach shoppers in the Christmas Ideas Annual who are eager for suggestions and ready to spend!



Closes: June 13, 1958  
On Sale: August 19, 1958  
Rate Base: 165,000



Closes: July 15, 1958  
On Sale: September 16, 1958  
Rate Base: 450,000



Closes: October 15, 1958  
On Sale: December 18, 1958  
Rate Base: 225,000



Closes: November 14, 1958  
On Sale: January 20, 1959  
Rate Base: 165,000



Closes: December 12, 1958  
On Sale: February 19, 1959  
Rate Base: 135,000

**MEREDITH OF DES MOINES . . . America's biggest publisher of  
*ideas* for today's living and tomorrow's plans**



## MADISON'S

(Wisconsin)

5-sided, stable  
economy  
stands

# UP!

### SALES MANAGEMENT'S CITY-NATIONAL FORECAST FOR MADISON, WIS.

		Millions
JAN.	101.2	\$14.22
FEB.	102.9	13.86
MAR.	102.9	13.87
APR.	104.3	16.08
MAY	104.2	16.64

Highest City in Wisconsin  
for each of five  
Months in  
1958



when  
the sales  
volume  
chips are

# DOWN!

For other current  
stability indicators, write

**Madison  
Newspapers, Inc.**

THE CAPITAL TIMES  
(Afternoon)

WISCONSIN STATE JOURNAL  
(Morning and Sunday)

JANN & KELLEY, INC.

# Sales Management

THE MAGAZINE OF MARKETING

June 6, 1958

Vol. 80, No. 12

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LExington 2-1760

## HIGHLIGHTS

### MAKING PUBLIC RELATIONS SELL

The need for better and more creative efforts from every department of your company becomes even more evident during a slump. And here Philip Lesly, president of the public relations firm which bears his name, gives 24 reasons which add up to "How to Get More Sales Power from Public Relations When Business Is Off." You'll want to check your firm against this list.

33

### WHO'S BEATING THE RECESSION?

Not all companies are being swamped by the slump. By telegram and telephone, SALES MANAGEMENT surveyed a number of major firms that aren't recession racked. Here you'll find which ones they are and why their sales go up as the country goes down. Among the companies: AMP Inc., West Virginia Pulp and Paper Co., P. Lorillard Co., Libbey-Owens-Ford Glass Fibers Corp., Plough, Inc., Ralston Purina, Anheuser-Busch.

42

### COLORS THAT SELL

How Can You Find Them? Faber Birren, president, American Color Trends, says, "Color for the sake of color is never enough." Sales chiefs will agree. But what sales chiefs may not know is that color trends—based on mass decisions and preferences—operate side by side with personal feelings. Birren explains why the customer who buys a blue balloon probably won't even look at a blue carpet.

38

### THE AFTER MIDNIGHT SELL

An average weekly audience of almost four million people. Delivered at a cost-per-thousand of 38 cents. That's part of the *Music 'til Dawn* story, American Airlines' successful nine-market radio program which sells to The Night People. The lobster shift listeners are also sold by disc jockeys and gossipers, live TV (Jack Paar), TV film movies and monsters. You'll see how it's done on page...

100

### SEALS OF APPROVAL

They're highly promotable "Tools for Confidence Building." And in chart form SALES MANAGEMENT publishes the "Who, What and How" of third party endorsements by *Good Housekeeping*; *Parents*; *McCall's*; R. H. Macy; U.S. Testing Co., Inc.; Underwriters Laboratories; and American Institute of Laundering.

64



Audit  
Bureau  
of  
Circulations



Associated  
Business  
Publications



National  
Business  
Publications



Magazine  
Publishers  
Association

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, July, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 386 Fourth Avenue, New York 16, N. Y.

SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production offices: 1212 Chestnut Street, Philadelphia 7, Pa. WAlnut 3-1788; Philip Harrison, Publisher; Robert Letwin, Editor.

SALES MANAGEMENT

## HIGH SPOT CITIES

Despite a predicted 3% drop in June retail sales, "Selected Markets Show Improvement" in this SALES MANAGEMENT exclusive. Key leaders in these markets explain why. Suggested uses: advertising and promotion drives, guide for branch and district managers, revising sales quotas, checking actual performances against potentials.

118

## ARE YOUR SALES JOB DESCRIPTIONS ADEQUATE?

"A job description provides the means for assuring that salesmen on the firing line implement the plans of management." So writes "Chuck" L. Lapp, Ph.D., in this comprehensive article. If your sales job descriptions *aren't* adequate, you'll find this a good primer in the art of preparing them.

90

## AUTOMATION WINS CUSTOMERS

This survey explains how industrial giants use electronic communications networks to lower customer inventories, replenish warehouse stocks, coordinate distributors, speed deliveries, expedite billing, trace orders. But even more important: to win customers.

106

## CONTENTS

### Advertising

The After Midnight Sell

100

### Merchandising

Parker at P.O.-P

Tools For Confidence Building

88

64

### Order Handling

Winning Customers With Order Automation

106

### Product Design

Colors that Sell: How Can You Find Them?

38

### Public Relations

How to Get More Sales Power from Public Relations When Business Is Off

33

### Sales Aids

Flip Charts Boost Sales if Designed, Used Right

50

Salesmen's 5 Major Working Tools

57

### Salesmen

Are Your Sales Job Descriptions Adequate?

90

Why I Hired The 44th Man

70

### Sales Promotion

Every Salesman's a Cameraman

44

### Sales Strategy

Who's Beating the Recession?

42

## DEPARTMENTS AND SERVICES

Advertisers' Index	127	Sales Gains & Losses	126
Corporate Close-up	12	Sales Promotion at Work	84
Editorials	7	Sales Promotion Idea File	80
Executive Shifts	112	Scratch Pad	72
High Spot Cities	118	Significant Trends	17
Human Side	96	They're in the News	36
Letters	75	Today's Advertising	128
Mail Promotion	76	Tools for Selling	73
Marketing Pictograph	60	Worth Writing For	116

**FREE! Your Directory  
to the Top Warehousing  
Facilities in 83 Markets!**



This Membership Directory will greatly simplify your work in the distribution and storage of merchandise. It gives the name and location of each member, along with pictures of his facilities. It also supplies information concerning finances, types of storage, floor space general facilities, insurance contents rate, and special services.

You can rely on American Chain members for finest facilities, capable personnel, most modern handling methods, good customer relations, and wide market coverage.

### Get Distribution Costs from Any Chain Member, or From:

**NEW YORK**—John Terreforte, 250 Park Avenue, Yukon 6-7722, New York City.

**CHICAGO**—Henry Becker, 53 Jackson Blvd., Harrison 7-3688, Chicago, Illinois.

**LOS ANGELES**—C. E. Jacobson, 4419 W. Pico Blvd., Webster 3-8507, Los Angeles, California.

### MAIL COUPON TODAY

for free copy of Membership Directory  
of American Chain of Warehouses

NAME \_\_\_\_\_  
TITLE \_\_\_\_\_  
FIRM NAME \_\_\_\_\_  
ADDRESS \_\_\_\_\_  
CITY \_\_\_\_\_ STATE \_\_\_\_\_

Detach and Mail to:

**JOHN TERREFORTE**  
American Chain of Warehouses, Inc.  
250 Park Avenue, New York, N. Y.





*"Personnel would like you to postpone your marriage until the July Crabgrass Control Issue goes to press."*

If you're on our mailing list, you may have wondered if we sit up nights dreaming up show issues, teen-age and junior miss issues, market numbers, etc. Fact is, we don't.

Our twelve merchandising magazines serve 27 consumer markets. It's reasonable to suppose that something of importance is always going on in one or another of them. And it is. Our planned editorial is simply tailored to serve these markets—and you. Our "special" issues are really regular issues of special importance to our readers and advertisers.

If you sell any of the markets we cover, you'll want to be numbered among the nearly 4,000 advertisers who use the Haire merchandising magazines.

# HAIRE

*Specialized* **TRADE MAGAZINES**

HAIRE PUBLISHING COMPANY • 111 FOURTH AVENUE • NEW YORK 3



## Sales Management

EXECUTIVE OFFICES, 386 Fourth Avenue  
New York 16, N. Y. LExington 2-1760

### EDITORIAL

#### EDITOR and PUBLISHER

Philip Salisbury

#### EXECUTIVE EDITOR

A. R. Hahn

#### MANAGING EDITOR

John H. Caldwell

#### SENIOR EDITOR

Lawrence M. Hughes

#### ASSOC. MANAGING EDITOR

Robert C. Nicholson

Senior Associate Editors, Alice B. Ecks  
and Harry Woodward

Industrial Editor, Nathaniel Gilbert

Associate Editors, George F. Hoover,  
George P. Nicholas

Midwest Editor, David J. Atchison

Copy Editor, Harriette Moskowitz

Art Director, Rich Life

#### DIRECTOR OF RESEARCH

Dr. Jay M. Gould

Asst. Director of Research, Alfred Hong

Consulting Economist, Peter B. B. Andrews

#### PRODUCTION MANAGER

Samuel Schwartz

Asst. Production Manager, Louise Hamel

#### READERS' SERVICE BUREAU

H. M. Howard

Editorial Assistants, Elaine Meder, Edith  
Koufax and Carol Lynch

### SUBSCRIPTIONS

#### DIRECTOR

R. E. Smallwood

Assistant Director, Edward S. Hoffman

Subscription Manager, C. V. Kohl

U. S. and Canada: \$10 a year  
Foreign: \$15

### ADVERTISING SALES

For Offices and Personnel

See Advertisers' Index

### OFFICERS

President, John W. Hartman

Treasurer, Ralph L. Wilson

Vice-President, Sales, Randy Brown, Jr.

Senior Vice-Presidents, C. E. Lovejoy, Jr.,  
W. E. Dunsby, R. E. Smallwood and Wm.  
McClanaghan

Bill Brothers Publications in MARKETING  
(in addition to Sales Management): Sales  
Meetings, Tide, Premium  
Practice, INDUSTRIAL: Rubber  
World, Plastics Technology, MERCHANDISING: Fast  
Food, Floor Covering Profits  
and Tiles, TBA-Merchandising.  
Copyright, Sales Management, Inc., 1958

SALES MANAGEMENT



# OUTDOOR Sales Pictures Create Quick Identification



*Poster designed by Batten, Barton, Durstine & Osborn, Inc.*

## for New Schaefer Package!

**Mr. John Nemesh**

Advertising Manager  
F. & M. Schaefer Brewing Company, says:

"Outdoor is an ideal medium to introduce Schaefer's eye-catching new package—probably the most modern in the beer business. Outdoor shows off its gleaming red, white and gold design with great impact...exactly as consumers will see it in stores, and that's where we expect it to win new friends for Schaefer and to increase impulse sales for our retailers."

**8 out of 10 people remember Outdoor Advertising!**

**OUTDOOR ADVERTISING INCORPORATED**  
NATIONAL SALES REPRESENTATIVE OF THE OUTDOOR MEDIUM



60 EAST 42ND STREET, NEW YORK 17, NEW YORK • ATLANTA • BOSTON • CHICAGO • DALLAS • DETROIT • HOUSTON • LOS ANGELES • PHILADELPHIA • ST. LOUIS • SAN FRANCISCO • SEATTLE

\*Urban Poster Readers—Starch Continuing Study of Outdoor Advertising  
Standardized Outdoor Advertising, 24 and 30-Sheet Posters—and Painted Bulletins

JUNE 6, 1958

5



## NAM members—move over!

The Government Printing Office or somebody in Washington favored us with a copy of the "Economic Report of the President." Pleased to share the lowdown with Ike, we read large hunks of it. And came across one startling set of figures.

Since World War II, businessmen have pointed with pride to our rising industrial productivity, and labor leaders have used it to raise the ante.

With 1947 equal to 100, our industrial productivity based on man hours paid, reached 128.6 in 1957—incidentally, only 1.5 points above 1956.

Whereas, on the same base, *agricultural productivity in 1957 was 183.8—8 points over 1956!* (Bureau of Labor Statistics.)

Farm productivity rising three times as fast as industry is the combined result of larger farms, improved techniques, better management, more competent farmers. And **SUCCESSFUL FARMING** had something to do with it, too.



For the volume producers of grain and corn, livestock and dairy products, SF is the guidebook and operations manual. It reports not only the new discoveries but proven procedures by actual case studies,

documented and photographed.

Every farmer gets some money-making idea, some helpful suggestion, from every issue. SF is earnestly studied, its contents clipped, filed, consulted subsequently. SF is equally concerned with the business of the farmer's wife, the conduct of his home, the welfare of his family.

Fifty-six years of real help has paid off in a superior audience, the country's best farmers. The estimated average cash farm income of the SF farm subscriber has been above \$10,000 for the past decade. No medium offers a better market.

And the many contributions of SF have established a respect and confidence that adds immeasurably to advertising effect.



For better business this year, and for better balance in your national advertising effort, you can profitably use **SUCCESSFUL FARMING**. Call any SF office for details.

*Meredith of Des Moines . . . America's biggest publisher of ideas for today's living and tomorrow's plans.*



### Cheese...with a big smile

Urban notion: Farmers have milk cows, don't buy dairy products! Hah!

Today few dairy farmers make cheese.

And **Successful Farming** families buy cheese—cream, jar, link, glass, loaf, solid sliced—to the tune of \$11,574,000 a year!

Larger families, outdoor work, three meals a day at home, and estimated average cash farm incomes over \$10,000 make SF farm families choice customers.

Helping farm families make more money and live better for fifty years

gives SF influence unmatched by

any general medium. For better sales

this year, and to balance national coverage, try **Successful Farming**. Call any SF office.

**Successful Farming** . . . Des Moines, New York, Chicago, Detroit, Philadelphia, Cleveland, Atlanta, San Francisco, Los Angeles.

## Recession Busting Ideas

**WANTED:** 1,000 proven ideas to increase sales. The single most important factor needed to break the current buyer's recession is a concentrated sales push . . . a push that the members of National Sales Executives are in a unique position to provide.

**REWARD:** We are out to present you with an accumulated wealth of National Sales Executive profit-producing sales ideas. To do this, we first must gather, then publish them. Our goal is 1,000 proven ideas to boost sales and increase profits. The cream of these ideas will be published in a manual, "How To Increase Sales In A Buyer's Market," which will be distributed to each participant.

In these words National Sales Executives, an international organization with 30,000 members worldwide, which was founded in 1935—a depression year—launched at its 23rd convention its "Recession Buster Idea Contest."

The new president of NSE, Al N. Seares, vice-president, Remington Rand Division, Sperry Rand Corp., announced that winning suggestions from NSE members will be divided into three categories. 125 special awards will be given for the best:

"25 ideas on increasing the effectiveness of *marketing management*, ideas for attaining planned objectives, profit-producing concepts and practices.

"50 ideas on how 'outside salesmen' can profitably increase sales from (1) inactive or dormant accounts, (2) regular accounts and (3) new accounts.

"50 ideas on how 'inside salesmen' can increase sales effectiveness at the buyer established point of contact."

Congratulations to NSE for initiating this contest. The rewards will be ample:

1. There are about 5¼ million people out of work today. Normally, some 3 million people are without

## YOUR MARKETS ARE CHANGING!

Right **NOW** . . . behind the scenes, many changes are being planned in products and in manufacturing facilities . . . You can search out these **NEW** markets at a cost of only \$165 a month!

The recession has stimulated technical progress. We are creating conditions for renewed growth. Greater efficiency, productivity and profitability are promised by within-the-plant generators of progress.

Up . . . Up . . . Up go expenditures for research and development . . . at the rate of a billion dollars a year! The \$7.3 billion spent in 1957 is expected to reach \$10 billion by 1961.

Of the companies reporting in McGraw-Hill's 11th Annual Survey of Capital Spending, 48% are chiefly interested in *new products*; 41% in *improved products*; 11% in *improved processes*. It is estimated that 12% of 1961 sales will be of products not now produced. (Business Week, April 19.)

No one knows all of the new products being developed, or in what plants they are being hatched. But one thing you can count on: *wherever product or process improvements are being planned, Industrial Equipment News is most likely to be read.* If you cannot find your new markets, they will find you—in IEN.

Because Industrial Equipment News reaches the 70,000 product selectors in the top 40,000 establishments in all 452 industries, you cannot miss.

Most manufacturers of important new products will be exposed to your product story if told in IEN.

And you can reach them—every month—for the "petty cash" cost of only \$165 a month.

Details? . . . Send for complete data file.



PRODUCT INFORMATION HEADQUARTERS

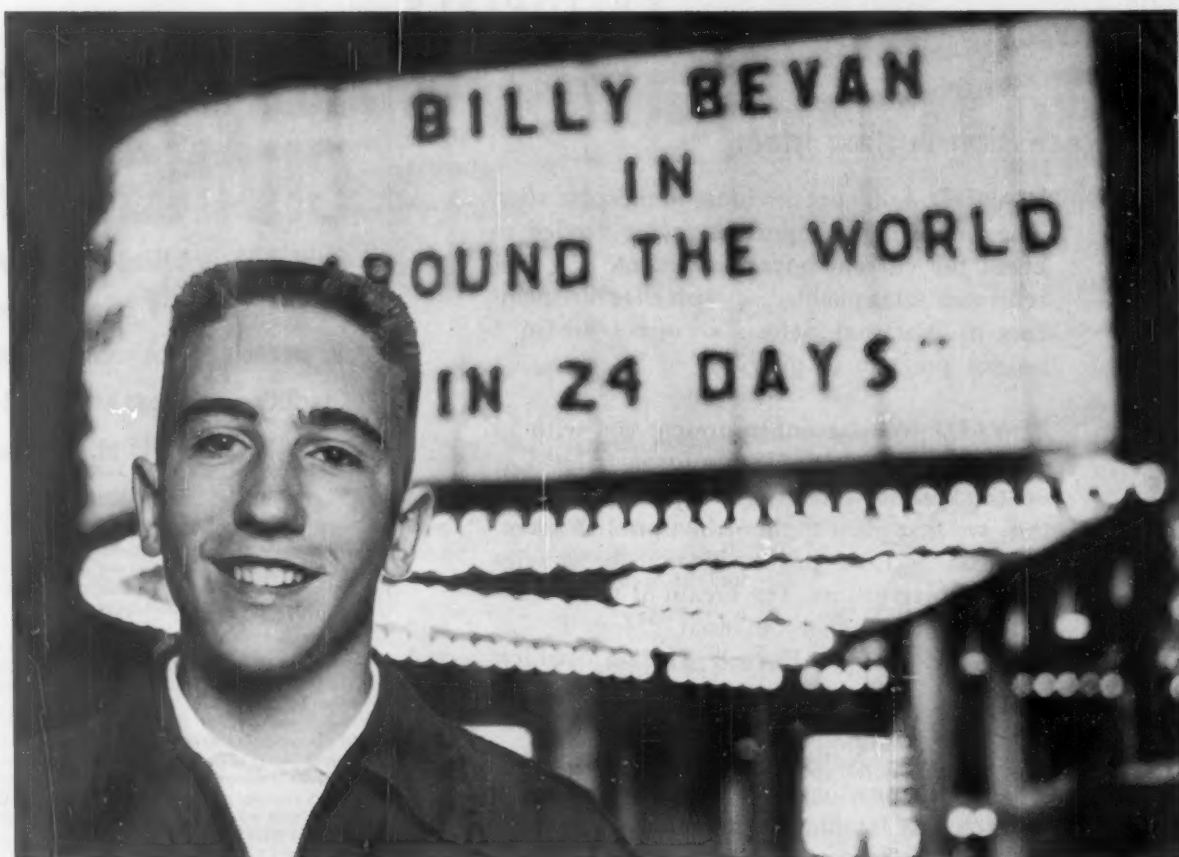
**Industrial Equipment News**

Thomas Publishing Company

461 Eighth Avenue, New York 1, N. Y.

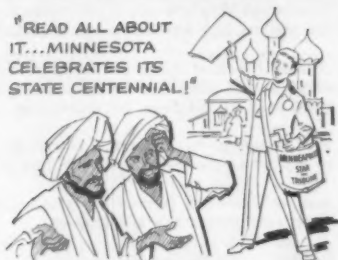
Affiliated with Thomas Register





## What makes a newspaper great?

"READ ALL ABOUT IT... MINNESOTA CELEBRATES ITS STATE CENTENNIAL!"



Phileas Fogg was a slow-poke compared to young Billy Bevan of Chisago City, Minnesota.

Fogg, whose 80-day dawdle around this rapidly shrinking planet rated wide publicity as recently as 1957, has been eclipsed by a 14-year-old Minneapolis Star and Tribune carrier salesman. Bevan's time: 24 days. And Billy did all right in the publicity department, too.

The Adventures of Billy began with his selection from among 12,000 Minneapolis Star and Tribune carrier salesmen as Minnesota's Centennial Air Ambassador. His foreign assignment: to deliver special State Centennial edition copies of the Minneapolis Sunday Tribune to government officials and heads of State around the free world, as well

as to extend Governor Freeman's personal invitation to Minnesota's 1958 Centennial celebration. Billy's flying paper route stretched from Minneapolis to Paris, Rome and Athens across the world to Bombay, Manila, Seoul, Tokyo and back home.

From the time he left Minneapolis, young Bevan was a target for flashbulbs, friendly questions, and invitations from government officials, business executives, Boy Scouts and church groups. He had an audience with Pope Pius, a visit with President Garcia of the Philippines and lengthy interviews with both Dag Hammarskjöld and Syngman Rhee. He even picked up a new subscription to the Minneapolis Star (from an executive of the Manila Times) and at least two job offers for "when you grow up." Presents he acquired en route ranged from a completely outfitted French motor bike to a pair of sterling silver chop sticks, and jammed the plane's baggage compartment.

The crew-cut cause of this international goodwill exchange took it all in stride. He faced press conferences with adult aplomb, cheerfully gave dozens of unscheduled speeches, even played a cornet solo

for an audience of 500 delighted Japanese. Still, he found time for adolescent concerns: e.g. his long, hard search for a banana split in Seoul, Korea, and his swapping jackknives with an Arab youth in Dhahran.

All told, this engaging teen-ager did his assigned job far more thoroughly than even he realized. People in the countries he visited did not need to understand his language. As some 50 newspapers in 14 countries reported, this healthy, handsome, intelligent product of the Upper Midwest (with his inherent good manners) enjoyed an almost unprecedented acceptance, and reflected uncommon credit on the people, the region and the way of life of this great 3½ state area.

Copr., 1958, The Minneapolis Star and Tribune Co.

**Minneapolis**  
**Star and Tribune**  
EVENING MORNING & SUNDAY

**625,000 SUNDAY - 495,000 DAILY**

JOHN COWLES, President

SALES MANAGEMENT



jobs at any one time. So we have an extraordinary increase in unemployment of  $2\frac{1}{4}$  million. Recession busting ideas will help all of us to get these people back to work—and to buying.

2. We can't afford a recession at a time when Russia is challenging us in both the economic and the military fields. So we will make our lives more secure by recognizing that each one of us must make his own contribution to solving this problem.

You have heard it said—and you may have said yourself—that some aspects of the recession are good:

1. It is forcing us to review product quality.
2. It is forcing us to review product utility.
3. It is forcing us to review the product pricing.
4. It is forcing us to review our marketing.

If your sales this year are ahead of last year—take a few minutes out and share your best working ideas with your competitors and with all of us.

There is no more competitive situation than that of Ford vs. Chevrolet. But Bill Power of Chevrolet, who has been appearing at "You Auto Buy Now!" rallies all over the country, sponsored by all automotive dealers, sums it up:

"Gentlemen, for 30 long years I've spent my life trying to kick hell out of Ford and Plymouth—and here we are all together. Brother, we're in trouble."

But how many of you know the background of that famous Bill Power rally last month in Madison Square Garden in New York, at which Bill Power said those words? That rally was the handiwork of Ford!

Isn't it time to recognize that the true battle is not between immediate competitors, nor among industries, but to make our country secure against all comers?

The time has come when we should turn from "You Ought to Buy" to "You Ought To Sell!" So let us bring out and share with everyone our recession busting ideas!

JUNE 6, 1958

# 37%

of the heads of  
**Elks** Magazine  
households  
surveyed  
by Starch  
are officials or  
proprietors of  
business.

In this classification,  
**THE ELKS MAGAZINE** leads  
all others appearing in  
the 52nd Starch Consumer  
Magazine Report.  
**Elks** median income is  
**\$6,636**—a figure  
surpassed by only three  
other magazines  
appearing in the Report.  
No wonder **Elks** are rated  
tops in car ownership  
and in ownership of most  
other items included in  
the Starch Survey.  
You can sell this market  
of 1,204,000 **Elks**  
through advertising in  
**THE ELKS MAGAZINE.**

THE **Elks** MAGAZINE  
New York Portland, Ore. Los Angeles Chicago

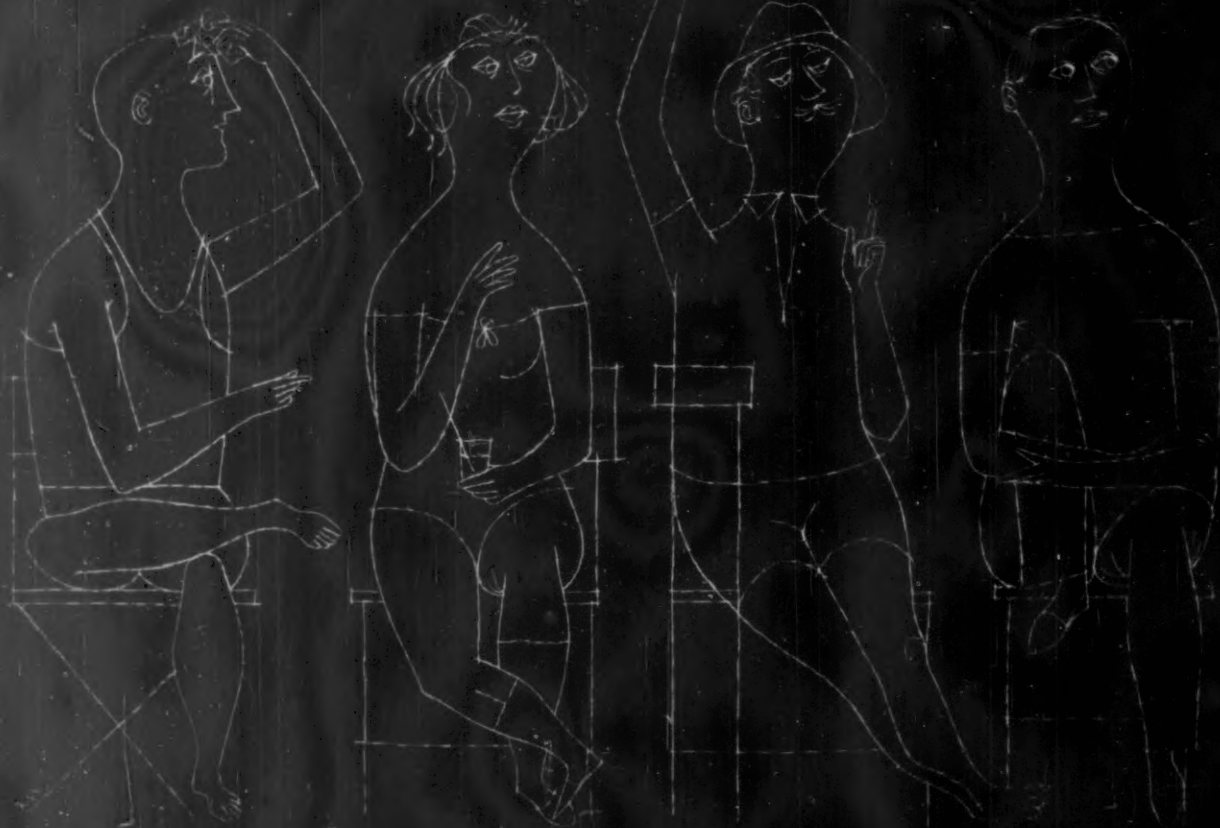
IT'S  
HOT!

Sure is.  
New York's hottest  
hot-weather buy.

Right now  
delivering—

Yeah!  
The  
audiences  
in its seven-year  
history.  
Average of  
723,438 homes  
tuned-in  
every night.  
Nielsen  
says so.\*

That ain't all.  
The Late Show's  
go up  
with the  
temperature.  
Last year,  
its  
Summer audiences  
were bigger'n  
they were other  
seasons.



They tell me  
with WCBS-TV's new  
rate structure  
you can get  
greater circulation

than before,  
and—

I get you.  
You mean, where else  
in all advertising  
can you reach  
today  
for *less* money  
than it cost you  
yesterday?

Better call  
Plaza 1-2345.  
WCBS-TV, Channel 2,  
New York, CBS Owned.  
Represented by  
CBS Television  
Spot Sales,  
too.







The Luxurious, Long-Life Playing Cards That People Are Proud to Own, Show, Entertain with . . .



The Foreign Trade Department of the Standard Oil Company of California ordered Kem Plastic Playing Cards, with special back design and imprinted plastic cases, to be used by its Central American subsidiary, *Compañía Petrolera California*.

# KEM

## Plastic Playing Cards

For Years of Good Will Advertising

Kem Cards provide the finest of good will advertising that pays off your original investment many times over.

Your prospects and customers will reach eagerly for a gift of Kem Cards, for Kem Cards are a *known* big value to millions of card-playing families. Their quality is fully guaranteed.

They are made of the toughest of plastics, and last for years—always beautiful, crisp, flexible, clean . . . always like a freshly opened deck. Always a pleasure and a pride to use. And always on the job keeping your message alive—and welcome. That's why many firms use Kem Plastic Playing Cards for reminder advertising, frequently with their own *special designs*.

If you're thinking of your own special design, our Special Gift Division is at your instant service. The fine workmanship in custom-made Kem Plastic Cards shows the skill of craftsmen who have been with us almost the entire life of the 23-year-old Kem corporation.



(Your orders for custom-made designs should reach us by September 1st for delivery this year.) Kem Cards have the prestige, acceptance, long life you look for in an advertising gift item. For full information on special or regular designs, write or call:

Special Gift Division

**KEM PLASTIC PLAYING CARDS, INC.**

595 Madison Avenue, New York 22, N.Y.

Telephone: Murray Hill 8-8650

## CORPORATE CLOSE-UP



## New Dimensions In Space, Sound and Sales

"We believe that the best way out of a recession is to sell your way out. That is exactly what we intend to do—to sell our way to higher volume and higher profits."

John L. Burns told them what they wanted. You could almost hear the 1200-plus Radio Corporation of America stockholders massed in NBC-TV's wall-draped barnlike Studio 8H heave a sigh of relief. Earlier the RCA president had told them what they had *expected* to hear: that RCA's first quarter sales had slipped to \$278,399,000 from 1957's \$295,773,000. And, of major concern to the stockholders, that earnings per common share were 59 cents compared to 87 cents in the 1957 quarter.

But Burns' declaration put them at ease. General David Sarnoff and his boys expect to sell their way out of the dip. When comes the dip's death? Burns joins those who believe the second half of the year will bring the turn of the tide. RCA's personal anti-recession plan is this broad three-point program.

1. *Expansion of existing activities.* Burns cited NBC—first quarter network TV sales 10% above 1957; radio network sales up 45% over same period last year. Color TV—still in the red but RCA is hoping. Defense contracts—government orders up \$130 million over last year. Expect to be about 10% ahead of 1957 at year's end.

2. *New Departments.* Through its Ballistic Missile Early Warning System Dept., RCA will design, install and initially operate a long-range radar net for protection against surprise missile attack. Will represent more than \$400 million billings over next several years. Education Electronics Dept. "now being organized to concentrate our efforts in the burgeoning market for school equipment."

Enter Buck Rogers and a murmur of approval from moon-minded stockholders. RCA has formed an Astro-Electronics Products Div. Its function: to develop and produce satellites, space vehicles and their associated electronic equipment. The new department "is expected to play a pioneering role in the new electronics of the space age."

3. *New Products.* RCA plans to introduce six new products between now and the end of the year. Five are indefinite. One is for sure. It's a high-fidelity tape cartridge due in the late summer. It will eliminate the need for threading magnetic tape from one reel to another. The cartridge will provide either two hours of high-fidelity sound or one hour of *stereophonic* recording.

Burns looks at the stockholders—and toward the future: "Stereo sound brings to the American home a thrilling musical experience, and it does this at a price well within the reach of the average family."

He presses a button. The barn, where once Toscanini reigned, becomes hushed. A voice introduces stereo sound from four overhanging speakers. The stockholders puzzle over a stereo ping-pong match and a train that enters from their left and exits at the right.

Then, in an atmosphere faintly reminiscent of Hollywood's World War II movies, stirring giant sounds fill the studio. And 1200-plus stockholders patriotically applaud "The Stars and Stripes Forever"—produced in their company's Stereophonic Sound.



# This Week MAGAZINE

“builds and maintains  
high store traffic  
and steady  
volume”



says **ALF BERGERUD**  
*President of Red Owl Stores, Inc.*



152 Red Owl Stores serve  
the great Northwest.

Red Owl's average sales per store have increased over ten times in the past fifteen years.

According to Mr. Bergerud, the way to build and maintain such volume is through what he calls “two-way advertising”. We're proud to be one-half of it.

“We are always gratified to see advertisers consistently using the pages of **THIS WEEK** to familiarize the same families we are trying to reach through our local promotions with their products. This two-way advertising is the most effective way we know of to build and maintain high store traffic and steady volume.”

**Top grocery men all over the country will tell you:** if traffic and volume are what you want . . . you want **THIS WEEK** at the top of your advertising schedule.

**Your advertising is read by more people in **THIS WEEK MAGAZINE** than in any other publication.** 12,000,000 families read **THIS WEEK** every week. Your advertising in **THIS WEEK** gets heavy newspaper coverage combined with high magazine readership . . . at a very low cost per thousand. **THIS WEEK** is today's most powerful selling force in print.



**The most widely read National Magazine in America sharing the power and prestige of 37 great Newspapers!**

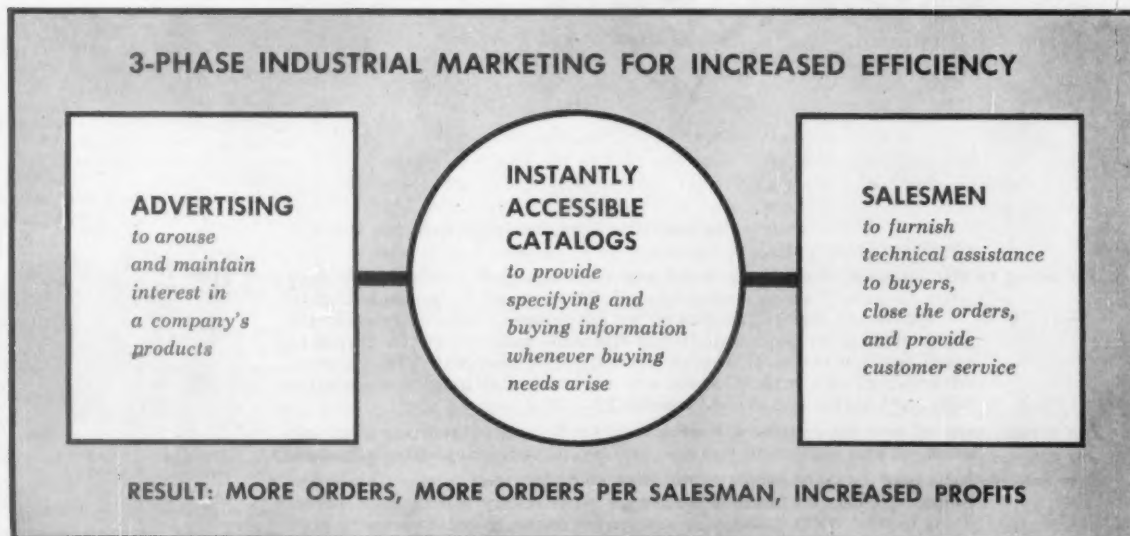
# How marketing benefits from today's

- When profits are tight, management is inclined to study its order-producing machinery even more intently than usual. In the process, new perspectives often emerge that become not only an immediate answer to increasing order production, but a long-range one as well.

In many companies, this reevaluation of marketing programs is resulting in a new awareness of the potent influence of *catalog use by buyers* on order production. In studying how they can better serve their potential customers' needs, these companies are more conscious than ever before of the extent to which buyers in industry depend upon catalogs for product information—and initiate thousands of buying actions each day as the result of catalog use.

It took no more, for example, than contact with one important company's Engineering Department library to find that this company's engineers make more than 50,000 annual requests for catalog information. And in one recent marketing study, 2,064 buyers in a major market cited 21,954 specific product considerations, recommendations, specifications, or purchases which had resulted from recent referrals to manufacturers' catalogs.

Perhaps you have also been restudying the marketing role of your company's catalog. If not, such a study will quickly confirm that industry's buyers prefer catalogs over any other information sources—and that *use of your catalog* will inevitably produce more invitations for your salesmen to call, and result in more orders, more orders per salesman, lower costs per order, and increased profits for your company.



# new studies of buyers' needs

Your catalog can make its maximum contribution to order production, however, only when it is *instantly accessible* for use in buyers' offices whenever it is needed. To accomplish this, your catalog must be *continuously maintained* in buyers' offices—and in such a way that it cannot be misfiled, lost, or discarded.

Can this be done? If you sell your products in the building, product design, plant engineering, or metalworking production markets, Sweet's Catalog Service offers you a certain, long-proved method of market-wide catalog maintenance. This method will make your catalog easier for buyers to find and use than is possible in any other way. As a result, your catalog will achieve *maximum use* by important buyers—with all the resultant benefits of increased order production by your salesmen.

This year, 1,768 marketing-wise companies have employed Sweet's to maintain their catalogs for instant accessibility in buyers' offices at all times. Any Sweet's office will be glad to explain how, at surprisingly low cost, *your* catalog can be made to bring new efficiency to the whole business of marketing your products.



## SWEET'S CATALOG SERVICE

Division—F. W. Dodge Corp., 119 West 40th St. N. Y. 18

Service offices in all principal cities

*Sweet's helps you market...the way industry wants to buy*



### FROM THE BUYER'S POINT OF VIEW:

James K. Wingard, Director of Press Engineering, E. W. Bliss Company, stresses the importance of manufacturers' catalogs:

*"We are constantly seeking the information needed before we can select and specify the thousands of parts, components and materials which join to make up a new press design. Such information logically comes first from manufacturers' catalogs."*

*"How manufacturers supply their catalogs to us is, however, of great importance in terms of their usefulness, easy maintenance, and immediate availability. Manufacturers can save us countless hours by including their catalogs in Sweet's Files, instead of challenging our ingenuity to locate and obtain them when we need them most."*

# Business is Booming in the Country



**No Recession Here!**

Fewer farms  
Serving more and more consumers  
Mean a bigger, richer FARM MARKET

**FARM JOURNAL**

	1955	1956	1957
Cash Volume per Farm Household	\$18,400	\$19,400	\$21,200
Total Assets of Agriculture (billions)	\$182.1	\$188.3	\$177.1

One of the nation's truly great service magazines  
Read by most of the best farm families

The assets of agriculture now stand at an all-time high, 188.3 billion dollars, up 11 billion dollars over 1957.

Farm cash income for the first quarter of 1958 is 7% higher than a year ago.

Most of the best farm families depend on FARM JOURNAL. The same is true of advertisers.

You Ought to Buy Now!

## FARM JOURNAL

Philadelphia 5, Pa.

One of the nation's truly great service magazines  
Read by most of the best farm families

Graham Patterson  
Publisher

Richard J. Babcock  
President



# SIGNIFICANT TRENDS

## Marketing News as Viewed by the Editors

**LOCAL BUYING PATTERNS** vary so greatly across the nation that it is easy for the national marketer to see the effect that advertising, sales effort and competition have on his product from market to market. These local buying patterns, and also some new buying trends, are graphically brought out in the "Milwaukee Journal's" 1958 Consumer Analysis, issued recently. The "Journal" has done this analysis for 35 years now and each year it gets more penetrating, more interesting, more significant. As examples of what we mean, here are a few items that hit our eye:

**30.5% of Milwaukee families buy MOST of their groceries on Saturday, but 83% shop more than once a week.** Thus, in-store promotion gets several chances each week to do a selling job on the consumer.

**Graf's, a bottled soft drink, outsells Pepsi-Cola and Coca-Cola two to one in Milwaukee.** Concentrated promotion efforts can pay off, regardless of the taste patterns in the rest of the nation.

**Some 38 food products, of 72 surveyed, outsold their nearest competitor by a margin of at least two to one.** A great many of these locally leading brands, even though nationally advertised, do not hold the number one spot in other markets. A fortunate combination of the right selling efforts has paid off for them in Milwaukee. No sales tool, whether it is advertising, promotion, merchandising, or personal selling, is going to do the complete job, or even the same job in different markets.

**Someone in 88.1% of Milwaukee households drinks beer. This is not surprising. But the fact that they drink 58 brands of beer is. "The beer that made Milwaukee famous" gets only 16.2% of the market.** It is almost impossible in a competitive market to build permanent brand loyalty. You must keep improving your advertising and selling. The four top brands have been steadily losing share of market in the Milwaukee area.

**The persons owning electric frying pans jumped from 37.5% to 48.8% in one year; automatic clothes dryers from 23.8% to 28.3%; power lawn mowers from 21.2% to 25.9%.** The American consumer is highly receptive to useful new products. They can be the answer to sagging sales.

**In 1957, Milwaukee families owned 22 different makes of automobiles; today they drive 32 different makes.** Looks as though the foreign auto makers have walked in and taken some of the market away from nearby Detroit.

Another consumer analysis—this one issued by the McClatchy Newspapers, California—further illustrates the differences in markets and degrees of brand selling success. For instance: Minute Maid frozen orange juice gets 52% of the market in Fresno, 44% in Sacramento, but only 13% in Modesto. The favorite women's deodorant in Sacramento is Arrid, in Fresno it's Avon, in Modesto it's Mum. For auto tires, it's All-State in Sacramento, Firestone in Fresno, and Goodyear in Modesto.

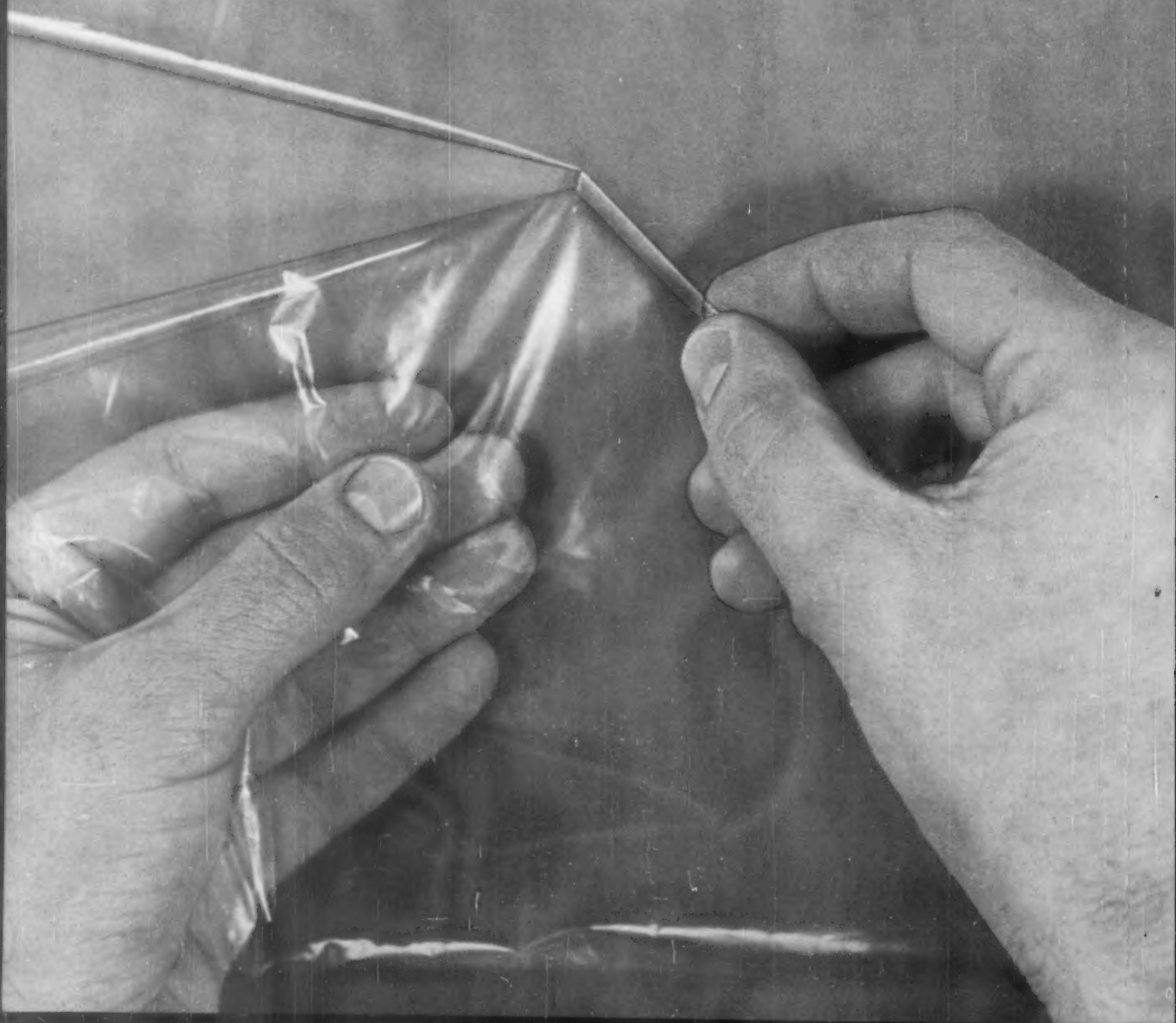
Both the "Milwaukee Journal" and the McClatchy surveys underscore the basic truth that the U.S. is not one great big market, but a complex composite of individual markets. It is a marketing error to treat them all alike.

**SUPPLIERS ARE TO BE CONGRATULATED** on the job they are doing in keeping retailer shelves filled! Hardware stores, grocery stores, drug stores, department stores coast to coast have little but praise for the prompt delivery of ordered stock by jobbers, wholesalers and manufacturers.

In addition to our congratulations, we owe an apology to these suppliers. Here's why. Early last month we decided that perhaps one factor contributing to the recession might be the "lost sales" caused by

(continued on page 20)

**New MARLEX\* transparent  
breaks the packaging**



# polyethylene film

## cost barrier!

*Costs 16% to 39% less than cellophane*

Recent Phillips developments make it possible for film manufacturers to extrude *clear, transparent film* from MARLEX resin. And this new MARLEX film can be readily torn in a straight line *with no tear tape whatsoever!*

MARLEX film *equals* cellophane in clarity, sparkle and crispness . . . *equals* ordinary polyethylene in printability. MARLEX film as an overwrap is *far superior* to cellophane in shelf-life because it is unaffected by moisture . . . does not become brittle on the shelf. MARLEX film resists fats and grease. Freeze it! Boil it! MARLEX film can take it!

The new, low-cost, heat-sealable MARLEX film has excellent stiffness and slip. It handles efficiently in "push-through" overwrap machinery equipped to seal polyethylene. Here at last is a polyethylene film with none of the limpness, sag and blocking tendency of conventional polyethylene.

Whatever your products—baked goods, candy, cigarettes, frozen foods, cereals—you can now package them *better for less money* in MARLEX film.

If you *make* film . . . if you *use* film, get in touch with our nearest Plastics Sales Office for full information.

No other type of material can serve you so well in so many different ways at such low cost.



**PHILLIPS CHEMICAL COMPANY**  
Bartlesville, Oklahoma

A subsidiary of Phillips Petroleum Company

### PLASTICS SALES OFFICES

**NEW ENGLAND**  
322 Waterman Avenue,  
East Providence 14, R. I.  
Geneva 4-7600

**NEW YORK**  
80 Broadway, Suite 4300,  
New York 5, N. Y.  
Digby 4-3480

**AKRON**  
318 Water Street,  
Akron 8, Ohio  
Franklin 6-4126

**CHICAGO**  
111 S. York Street,  
Elmhurst, Ill.  
Terrace 4-6600

**WESTERN**  
317 N. Lake Ave.,  
Pasadena, Calif.  
RYan 1-0557

**SOUTHERN & FOREIGN**  
Adams Building,  
Bartlesville, Oklahoma  
Bartlesville 6600, Ext. 8108

\*MARLEX is a trademark for Phillips family of olefin polymers.



**Bread and other** baked goods stay oven-fresh longer when packaged in sparkling clear, low-permeability MARLEX film. This economical film is readily printed and heat-sealed.



**Candy, nuts** and other foods last longer on the shelf when sealed in MARLEX film. If creamy, they won't dry out. If crisp, they won't get soggy. Fine for window packages.



**Cereals, crackers** and various soft goods packaged in boxes maintain their original fresh appeal with MARLEX film overwrap. It's also available in appealing colors!



## Significant Trends (continued)

dealers running out of stock and meeting delays in getting the merchandise. So, we asked our field reporters to take up the subject with retailers in Spokane, Worcester, Dallas, San Francisco, Phoenix, Chicago, Des Moines, Miami and Peoria. While we waited for the reports, we fiddled with the opening paragraph for an editorial on the weak links in our distribution system. We were reasonably sure that our field men would supply us with a sheaf of case histories that would let us point a critical finger at the supplier-retailer relationship. The reports arrived last week.

We are happy, though slightly embarrassed, to say that poor servicing of the retailer **does not** seem to be a cause of our present business slump. In fact, 80% of the retailers interviewed answered that they had experienced "no trouble" during the past three months in getting prompt delivery of merchandise ordered.

Approximately 19% reported "only a little" trouble. And just one retailer, a super market owner worried about the delivery of some summer lawn chairs, stated that he had "quite a bit" of trouble with deliveries.

**Not one retailer** answered that he had a "great deal" of trouble getting merchandise on time, even though all were asked this question.

The one dealer out of five who had "a little" trouble was usually sympathetic with the supplier and in few cases was the item delayed one which materially affected store sales. Items that had to be back-ordered included screw drivers, white paint, fertilizer, chemise dresses, brick trowels, garden gloves, aspirin, cough syrup, sandpaper, linens and bedspreads, applesauce. It is obvious that there is no pattern involved. As one retailer put it, "Occasional delays are to be expected. Nobody's perfect."

But, apparently suppliers are so close to perfect that our proposed editorial would have been very much out of order. A Dallas merchant summed up the feelings of his fellow retailers. "We have no trouble at all on orders," he said. **"Our trouble is in getting business."**

**BOTTOM NEAR? SO WHAT?** The bottom of the recession seems to be approaching. Some say that it has already been reached. But we are not hearing the cheering that might have been expected to greet this development. Instead, within the past few weeks sales executives seem to have changed their attitude as to what significance the "bottoming out" will have. They see it now as simply a low point from which the economy will **gradually** rise. They recognize that a boom won't follow the bottom. They are aware that there is a lot of hard work and hard selling ahead. To our way of thinking this is one of the healthiest signs in today's sales picture. Our booming, expanding economy of the past decade has led many companies to feel that things will **just naturally** improve. Now that they know they are going to have to work for sales, maybe we'll see some of that old-fashioned selling everyone's been asking for.

### Interesting, if not Significant . . .

Nearly 1,300 miles of the government's 41,000-mile **interstate highway project** have been completed. An additional 3,100 miles are under construction. The network, when finished, will connect 90% of all cities with populations over 50,000 . . . **Canned alarm clocks** will soon be marketed by The General-Gilbert Corp., Winsted, Conn., assuring "factory freshness." Clocks are packed and hermetically sealed in coffee-can-size tin to minimize breakage, help food store display and prevent lubricating oil from drying out . . . 75% of American families own **automobiles**. This compares with just 54% as recently as 1948 . . . Here's **why industry suffers** when car sales are off: The auto industry consumes 65% of all natural rubber produced; 61% of all synthetic rubber; 42% of lead production; 42% of all sheet steel; 28% of zinc; 14% of nickel and 7% of total copper production . . . **Consumption of lumber** has heavily taxed America's forests. However, now for the first time in a century, we are growing wood faster than we are chopping it down. A case where over-production is welcome! . . . Firms listed on the New York Stock Exchange paid **cash dividends** to their common share owners at the rate of \$279 per second during 1957 . . .







**Bless the children, but...**

## SELL THE WOMEN — THEY DETERMINE THE BRANDS TO BUY

Because children exert an undeniable influence on many family food purchases, some advertisers spend tremendous sums to win over the young ones. That may be all to the good, but the important sales fact remains—women, overwhelmingly, still decide what specific brands to buy. For example...

### WHOSE IDEA TO BUY

### WHO DETERMINES BRAND

 Children	 Women	 Men	ITEM	 Children	 Women	 Men
23.3%	58.4%	18.3%	COLD CEREALS	13.6%	68.2%	16.7%
13.5%	78.4%	9.5%	CANNED CHICKEN SOUP	5.4%	85.1%	10.2%
20.8%	67.6%	14.8%	PEANUT BUTTER	9.9%	80.1%	13.4%
37.5%	60.0%	5.0%	ADES (Concentrated)	17.5%	75.0%	10.0%
13.6%	65.5%	20.8%	ICE CREAM AND SHERBET	6.3%	69.5%	23.4%
18.4%	60.0%	21.6%	PACKAGED CANDY	9.6%	70.5%	18.6%
17.2%	80.0%	2.9%	FROZEN GRAPE JUICE	2.9%	97.1%	—
12.5%	80.4%	5.4%	COOKIE AND BROWNIE MIX	1.8%	96.5%	1.8%

Source: Home Testing Institute Diary Study—actual purchases made by H. T. I. families, Fall 1956. Totals adding to more than 100% are the result of dual decisions. For further details contact your local McCall's representative or write to Dept. FF, McCall's, 230 Park Avenue, New York 17, N. Y.

©1958 McCall Corp.

JUNE 6, 1958

a Marketing Service from

**McCall's**  
the magazine of Togetherness

# New magazine measure ... for the first time ... pinpoints the advertising page!

"Don't tell me how many people look into your issue. Tell me how many times they're exposed to my advertising page."

This is advertising's long-time challenge to magazines. Now—with a major breakthrough in media research—we can answer it.

A new bull's-eye measure of the advertising page has been developed by Alfred Politz Media Studies, in consultation with the Advertising Research Foundation, for The Saturday Evening Post.

*Until now, all your facts have been on the issue as a whole. ABC Circulation (1914), Total Audience (1939), Reading Days (1956) all measure the issue.*

*The new Politz study of Ad Page Exposure gauges the power of the magazine page to provide face-to-face contacts . . . to bring readers within immediate visual range of your ad.*



Now you can know how many times a magazine audience is exposed—not only to the issue, but to your page. It is the difference between knowing how many customers walk into a store—and how many come to the shelf where your goods are displayed.

This new measure was two years in the making. The interview method was tested for accuracy by seven separate check studies. It proved extremely precise. (Page Exposure understated by 3%.)

Now the results of the first national Ad Page Exposure Study—done by Politz with a national sample of over 12,000—are in. The major finding:

*Alfred Politz proves that, in an average issue, your advertising page is exposed to the readers of The Saturday Evening Post over 29,000,000 times.*

*That your advertising page in a single copy of the Post makes 5.8 such customer contacts.*

How can a single page—an advertising page, your page—set up so many selling opportunities? The answer has two parts: (1) because of the kind of magazine the Post is, (2) because of the kind of readers the Post has. (The magazine is edited for deep, abiding interest—page after page. The readers are voracious—and 9 out of 10 say they welcome the ads.)

Cost per exposure to your advertising page: less than one-twelfth of one cent.

The people contacted: POST-INFLUENTIALS—alert, active leaders on every spending level who talk up the things they read in the Post to the folks next door, to friends, to fellow workers. They multiply your sales force by millions.


For complete details, call your Post salesman or write to the Research Department, The Curtis Publishing Co., Independence Square, Philadelphia 5, Pennsylvania.

**NOTE TO OTHER MEDIA:** *Because of the importance of this new study, its techniques and methods will be made available to any medium wishing to apply the measure. This information will be furnished as soon as complete data are published. And we assume that the standards of the Advertising Research Foundation will be met in using it.*



**New glued-pages test** was one of seven separate check studies that proved accuracy of interview method. Pages of the magazine were glued together with minute dots of non-readhering glue. Breaking of seal by reader gave an actual record of advertising pages fully exposed.



**Sell the POST**  **INFLUENTIALS - they tell the others!**





## From prospect to \$20,000 sale in 8 out-of-town telephone calls



"Out-of-town telephone calls are the best way for us to screen and develop sales prospects," says I. A. Daffin, president, Daffin Manufacturing Co., Lancaster, Pa. (above). "No two sales are alike and all of them require a number of contacts."



On a typical sale recently, a district manager arranged by telephone for a prospect to see two demonstrations and attend two special feed meetings. Daffin manufactures and sells a mobile feed mixing unit, like the one above. It represents a \$20,000 investment.

"These appointments covered a wide area," says Mr. Daffin, "and were all set up and confirmed with out-of-town telephone calls, eight in all. Without them, the sale would have taken much longer—or might never have been made at all."



The telephone is the quick, easy way to increase your out-of-town business. It's low in cost. And it gets results. Try it today!

### YOU SAVE MONEY WHEN YOU CALL STATION-TO-STATION instead of Person-to-Person

For example:	Day Rates (first 3 minutes) Person-to- Person	Station-to- Station	Each Added Minute (applies to all calls)
Chicago to Grand Rapids	90¢	65¢	20¢
Pittsburgh to Cincinnati	\$1 <sup>25</sup> / <sub>100</sub>	90¢	25¢
Phoenix to Los Angeles	\$1 <sup>55</sup> / <sub>100</sub>	\$1 <sup>10</sup> / <sub>100</sub>	30¢
Birmingham to Washington, D.C.	\$1 <sup>95</sup> / <sub>100</sub>	\$1 <sup>40</sup> / <sub>100</sub>	40¢
Houston to Newark, N.J.	\$2 <sup>85</sup> / <sub>100</sub>	\$2 <sup>05</sup> / <sub>100</sub>	55¢

Add 10% Federal Excise Tax

**BELL TELEPHONE SYSTEM**  
Call by Number. It's Twice as Fast.



## LETTERS TO THE EDITORS

### poets, peasants, and printers

EDITOR, SALES MANAGEMENT:

Your article on "The Jingle Writers" was excellent [April 18, p. 96].

The "box" concerning my strategy the night of the Academy Awards was most appreciated. However, I do have one small gripe about that particular box. When you got down to the point of printing the Rheingold lyric I wrote to the "Colonel Bogey March," you had the last line read "... Each glass of Rheingold is *peasantly* dry!"

If Rheingold should ever, God forbid, think about opening a brewery in Russia then I might well consider using your typesetter's error. Until then we'll continue appealing to the people in this land where there are no peasants and Rheingold is "pleasantly dry."

Thomas M. McDonnell

Director, Broadcast Planning  
Foote, Cone & Belding  
New York, N. Y.

### underhanded method?

EDITOR, SALES MANAGEMENT:

Read your April 18 issue with the usual interest but definitely disagree with the principle of the article on p. 101, "A Hard Guy With a Soft Sell."

This is a rather underhanded method of advertising since, after all, it is a product [cigarettes] that should be sold to adults and yet the advertising is done in a supposed "children's medium." Not only that, but it is made to look like a comic rather than an advertisement.

Henry Roth

Assistant Manager, Martex Dept.  
Wellington Sears Co.  
New York, N. Y.

### talking to yourself?

EDITOR, SALES MANAGEMENT:

In the columns of your publication I invariably find many wonderful articles on the state of the nation, the state of our business, the domestic scene, the foreign scene, many facts bearing on the current "recession"... why it is, what it is and where it is going.

But I would venture to say that most of the people who read these articles are familiar, from their own

personal experience, with the facts recounted. In a way, aren't we telling them to people who know them? Isn't it a little like talking to yourself?

If your publication and others are to use your influence to bring some understanding, some cooperation from all the partisan interests, perhaps you can bring some pressure to bear so that the economic facts of life are brought to the attention of those people *who don't read these articles*.

This, of course, gets down to reaching the mass of people early enough in life so they are indoctrinated with a broad viewpoint instead of a selfish one as they grow to maturity. Isn't this a matter of better schooling...?

We are talking about more science in our schools. I maintain that early economics is even more important for maintaining our way of life.

Bernard I. Brownold

Scarsdale, N. Y.

### department of kind words

EDITOR, SALES MANAGEMENT:

SALES MANAGEMENT is one of the few remaining magazines I take time to go through from cover to cover... Every issue contains at least one or two articles of particular interest to our sales or advertising and promotion manager as well as myself.

Paul J. Weber

Marketing Manager  
Ampex Corp.  
Redwood City, Calif.

EDITOR, SALES MANAGEMENT:

Your magazine is well written, has a fair amount of humor, and has excellent articles on sales problem solutions... It's the only publication I know of that is any good and is current.

Frank Ault

Sales Manager  
Norwich Pharmacal Co.  
Norwich, N. Y.

### a gentle yelp

EDITOR, SALES MANAGEMENT:

Your article on the pet industry [SALES MANAGEMENT, Jan. 17, p. 60], was most interesting and should have attracted a lot of attention... It suggested one company was the

(continued on page 27)

## HELP??

**Help** • Today... when you need it... with any sales problem!

**Help** • Sales aids, presentations, sales studies to build sales volume!

**Help** • Timely hard-sell merchandising planning, and visual aids!

• Let's talk it over... no obligation!

HILE-DAMROTH, INC.

11 West 42 • NYC • PE 6-8161



**SMALL ORCHID CORSAGE 22¢**  
(3" diameter. Min. Order: 200) ea



**TRIPLE ORCHID CORSAGE 80¢**  
(5" diameter. Min. Order: 48) ea



**LARGE ORCHID CORSAGE \$2.00**  
(7" diameter. Min. Order: 24) ea

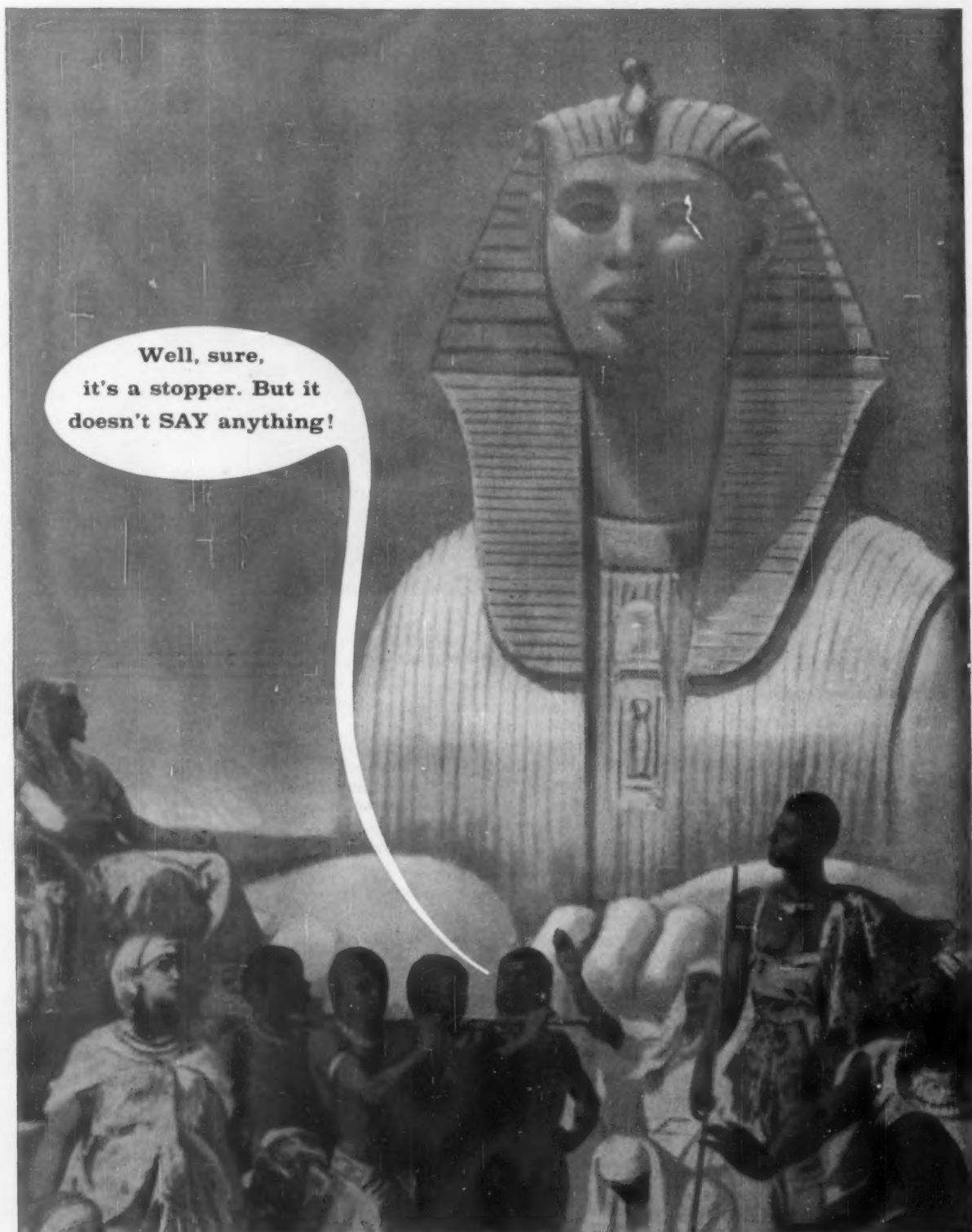
Prepaid anywhere in the U. S. on two weeks notice. Guaranteed fresh and on time delivery by the world's largest growers of orchids.

**ORCHIDS OF HAWAII, INC.**

NATIONAL SALES OFFICE:

305 SEVENTH AVE., N.Y.C. 1, N. Y.

Phone: ORegon 5-6500



You might also say it just LAYS there. It doesn't DO anything. It never even gets off the ground. A critical cliché is much easier to come up with than a big idea—be it a Sphinx or a prize-winning poster. We believe that an advertising agency must exercise as much imagination in judging as in creating advertising, and we always try to look at fresh ideas with a fresh eye.

**CAMPBELL-EWALD ADVERTISING**  
DETROIT • NEW YORK • CHICAGO • SAN FRANCISCO  
LOS ANGELES • HOLLYWOOD • WASHINGTON • DALLAS  
ATLANTA • DENVER • KANSAS CITY • CINCINNATI

SALES MANAGEMENT



## LETTERS

oldest in the industry. Actually, our's is the only one that can make such a claim.

James Spratt "invented" the Dog Cake in 1860, the first specialized food for dogs. It consisted of wheat meal, meat and vegetables baked into a digestible biscuit. The idea was inspired by the sight of dogs being fed on discarded weevily ship's biscuits.

H. T. Radford

Director and Vice-President, Sales  
Spratt's Patent (America) Ltd.  
Newark, N. J.

### shows 27% increase

EDITOR, SALES MANAGEMENT:

The article in your April 4 issue, "Business Is What You Make It" [p. 93], together with your phrase, "nuts to a business slowdown" [Jan. 3 cover], are terrific.

As our own business is over 27% ahead of the same period of last year, we would like to blast the business paper field with advertising using your expression of "nuts . . ." etc., as a heading for our ads.

Martin W. Bazner, Sr.

Vice-President, Sales  
Ammco Tools, Inc.  
No. Chicago, Ill.

### need more men like Wilson

EDITOR, SALES MANAGEMENT:

"Poor Man's Purchase" in your April 18 issue [p. 110] certainly hit the spot.

If we only had more salesmen like John Wilson I doubt if we would be in the recessionary period we are now facing.

Gerald Teldon

Assistant Regional Sales Manager  
Angelica Uniform Co.  
New York, N. Y.

### froth is not enough

EDITOR, SALES MANAGEMENT:

Read Sage Swanson's "froth" in your May 2 issue ["If Dior Can Presell Design Why Can't Detroit?", p. 34]. He is trying to cure a carbuncle with drawing salve.

If the industry would give as much training to its sales components from top to bottom as it gives to the production effort, a basic proper step would be taken.

Louis Turan

Smithtown, N. Y.

JUNE 6, 1958

# PROVOCATIVE



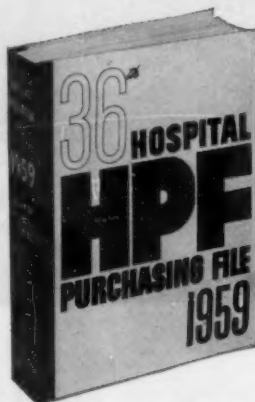
the fascinating movie camera that sets its own lens

Most PROVOCATIVE item on premium lists today—the Bell & Howell Electric Eye camera. Millions are seeing it in "live" demonstrations on four top-rated network TV shows, and millions more are seeing it in Sunday newspaper supplements, at \$99.95 retail. Plan on it . . . count on it . . . to provoke real interest and results. Immediate delivery,

too, for your current promotions!

Wire or phone collect! For details and prices, ask for Marv Rubin at Bell & Howell, 7190 McCormick Rd., Chicago 45, Illinois. AMbassador 2-1600.

**Bell & Howell**  
FINER PRODUCTS THROUGH IMAGINATION



here's where hospitals  
compare and select

be sure your catalog  
is on file to help them  
choose your product

HOSPITAL PURCHASING FILE, since 1919, has been the standard product finding source in the hospital market—assures economical and complete distribution of your catalog of hospital products to those who make buying decisions—plus 94+ % retention up to the point of purchase. Less in total cost and far more effective than individual catalog distribution. Ask for proof of retention and proof of use. The 1959 Edition is now in preparation—plan to file your catalog here to serve throughout next year. Catalog reservations close mid-summer 1958. Write NOW for catalog filing prices.



**HOSPITAL PURCHASING FILE**

Purchasing Files, Inc., 919 N. Michigan Ave., Chicago 11, Ill.



# action in



## \*results when you advertise to business and industry in

The manufacturers of Marlite, as well as manufacturers of other building materials, have found the big, active Nation's Business audience a *profitable* one to reach and sell. These are the ownership-motivated men who feel a personal responsibility for and take a personal interest in the modernizing and beautifying of their offices and buildings.

Nation's Business gets action because it is edited

for the mature, experienced executives who *own* America's business and industry; the presidents, owners, partners. They are *motivated by an owner's viewpoint* in their business decisions. This ownership motivation is the distinguishing characteristic of Nation's Business readers. It is the difference between casual reading and careful reading—it is what gets more sales action for Nation's Business advertisers.

# business\*



MARLITE PANELING COMBINES BEAUTY WITH ECONOMY

## MARSH WALL PRODUCTS, INC. SELLS FOUR BIG MARKETS—BUSINESS, INDUSTRIAL, COMMERCIAL, INSTITUTIONAL

Marsh Wall Products, Inc., Dover, Ohio, subsidiary of Masonite Corporation, is the world's largest manufacturer of plastic-finished wall and ceiling paneling. Its product, Marlite, was brand new and unknown in 1930. Today, 28 years later, Marlite is recommended and sold by over 25,000 building materials dealers, who consider this versatile paneling a necessary part of their stock and operation.

## NATION'S BUSINESS' BROAD CIRCULATION SELLS MARLITE BUYERS, INSTALLERS, DEALERS

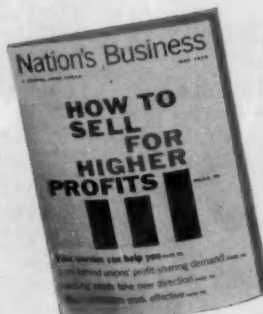
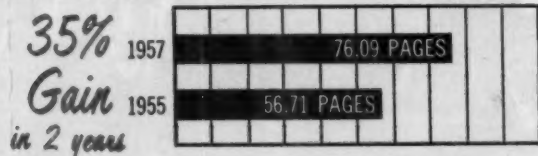
Nation's Business is just right for Marlite: the markets covered, the reader interests, the reader action. Not only does Nation's Business cover the four big markets which include the purchasers and end-users of Marlite; it is also read by many thousands of Marlite wholesalers, and by the building materials dealers, architects, contractors and independent builders so important to Marlite.

## OWNERSHIP-MOTIVATED MEN TAKE ACTION

Nation's Business gets action for Marlite and other building materials advertisers, including Butler Manufacturing Company; Aluminum Company of America; Kentile, Inc.; National Gypsum Company; Dow Chemical Company; United States Gypsum Company. Building materials advertising in Nation's Business in 1957 was 35% ahead of that for 1955. These enthusiastic advertisers have found, as you will find, that when you sell the ownership-motivated businessman *you have made the sale!*

# Nation's Business

## LINAGE GAIN—BUILDING MATERIALS ADVERTISING



EDITED FOR  
OWNERSHIP-MOTIVATED  
BUSINESS EXECUTIVES

780,000 PAID CIRCULATION  
including 700,000 business executives  
who have personal subscriptions and  
80,000 business-members of the  
National Chamber of Commerce.

ADVERTISING HEADQUARTERS:  
711 Third Avenue at 44th Street  
New York 17, N.Y.

Fuel Tank Pressure



Fuel Flow



or Tank Pressure



Trans Position

Valve Operation

Loz Flow



Chamber Pressure



Servo Error

AIRCRAFT  
AND MISSILES  
MANUFACTURING



# BY JUPITER, IT'S TALKING BACK!

*Miles high in the sky, missiles are talking back—  
telling the men responsible for their design, production  
and flight exactly what it's like out of this world.*

## And missile men are talking back to AMM . . .

First they sent back word that a magazine like AMM was vitally important to their work. Trained researchers set up information channels from the practical design and production engineers in the aircraft and missiles manufacturing field. This research has "telemetered" the important fact that *design for producibility* must be made available in one magazine. To serve this need, Chilton created AIRCRAFT AND MISSILES MANUFACTURING. The "talk-back" so far indicates that nowhere in the \$10 billion aircraft and missiles industry can you find such a concentration of the men you must sell.

## Proof that AMM writes for an integrated team . . .

"Your publication will fulfill a need in the business of informative dissemination" (President, test equipment). "Very timely and well written and, on the whole, content is not presented in other publications." (Project Engineer, aircraft accessories.) "... layout, copy style and editorial material seem geared for missile speed reading" (Director, industrial processes). "Visually and editorially it is outstanding" (Manufacturer, aircraft engines). Tom MacNew's clearly defined editorial plan—  
*to educate the integrated team, design, production and procurement—*  
is working extremely well. Look at the current issue of AMM, see for yourself the editorial concentration on the needs of the men in the practical manufacturing function of the aircraft and missile industry.

## Advertisers sell the men whose voices count . . .

AMM, with a clearly defined audience, concentrated editorial and unduplicated coverage, is your best buy. AMM is the one magazine that gives the reader (currently 18,000 buyers and specifiers in this \$10 billion industry) what he wants in one book. This unduplicated market is yours when you use the advertising pages of AMM.

An 8 channel oscillograph trace recorded, ready to read instantly upon blast-off. Supplied from equipment manufactured by Consolidated Avionics Corporation.





# YOUNG & RUBICAM, INC.

## *Advertising*

NEW YORK • CHICAGO • DETROIT • SAN FRANCISCO • LOS ANGELES • HOLLYWOOD • MONTREAL • TORONTO  
LONDON • MEXICO CITY • FRANKFURT • SAN JUAN • CARACAS



### HARD SELL? OR SOFT?

With some products, hard sell delivers the best results. With others, it is better to use the soft and gentle approach.

Some agencies seem to specialize in one. And

some agencies seem to specialize in the other.

Over the years, we've found it important to specialize in *both approaches*. And very important to know when to use which.

## .....How to Get More Sales Power from Public Relations When Business Is Off.....

Here are 24 ways a more carefully planned and more sharply focused p.r. program can help to combat recession conditions. They do not call for more investment so much as for better utilization of your present p.r. facilities.

**By PHILIP LESLY**  
**President**  
**The Philip Lesly Co.**

Guilt feelings, self-expression, insecurity—odd words to be appearing in the sales executive's lexicon? Maybe so in ordinary times. But in a recession, psychological factors show up in strange new ways all over the sales chart.

If it's always been true that a sales executive should gear his thinking to the state of mind of the people with whom he works, it's especially so now. For in times of stress, uncertainties grow into fears, irritations turn into anger, new problems create exceptional eagerness for solutions.

Further, a time of stress tends to make the sales executive more subject to emotional thinking. He expresses his own worries and frustrations through illogical and panicky actions.

The important thing for him to recognize is that he must concentrate on the psychological conditions of others—the customers, dealers, employees and other groups that he depends on to make his plans work out.

Here are 24 ways that sound public relations thinking can be fruitful in a recession. These do not involve added expenditures but the effective utilization of existing manpower, budgets, communications, publicity. In many cases, the savings they will effect will be appreciable.

**1**

Give the customer justifications—not merely reasons—for buying now. Overcome his guilt feelings about spending money in a period of uncertainty.

G-E commercial air conditioning ads say: "Now, more than ever . . . it's good business to install General Electric Air Conditioning"—a telling argument to the retailer worried about dropping sales.

Westinghouse says its dishwasher is "for the mother who *deserves more time* with her family."

Clever travel ads say: "Get away from the strain and tension" rather than just "Have fun."

Smart manufacturers of production equipment such as Gardner-Denver Co. stress that it's expensive *not* to buy a modern tool that reduces labor costs.

**2**

In all advertising, publicity and promotion, build up a desire for what the product or service will do for the buyer. Give the prospect more reason to buy than just necessity or the routine reasons for having the product.

Organ manufacturers have built a booming market by selling the home

organ as a means of losing the cares of the day, finding a satisfying means of self-expression, getting the satisfactions of making something beautiful—all needs felt by millions in today's world of mechanized jobs and daily tensions.

**3**

Emphasize newness and innovation to overcome lethargy about buying. A basically unchanged product has already been bought by most of those who wanted it most; it has already taken the cream of its prospects. When buying hesitation sets in, the remaining prospects, who were tepid to begin with, are even less likely to buy.

Maytag in August, 1957, introduced the "Halo of Heat," the first really new clothes dryer in many years. While sales of dryers by the whole industry went down sharply last year, Maytag's dryer sales went up more than 50%.

Bell & Howell's sales were up 20% in the first quarter of 1958 over the 1957 quarter, when almost all other durable goods manufacturers were reporting sizable declines. More than 50% of its 1958 sales are expected to be due to products introduced since mid-1956, such as the electric-eye movie cameras that adjust the lens opening automatically. And in March the company introduced nine new products, some of which moved forward to stimulate people to buy now.

Sales of water heaters, like other appliances, are down, but A. O. Smith has shown marked increases for its Permaglas line since introduction of a new Hydrasteel process that permits lengthening the warranty from 10 to 15 years.

(see next page)

## ... More Sales Power From Public Relations ...

(continued)

**4** In sales messages, ads and publicity stress the irreplaceability of time. Money can be regained if wasted, but not time; once it is gone it is gone for good. Delay in buying things you need or in getting more out of life is a waste of the most precious, most irreplaceable thing you own—time.

**5** Educate dealers and/or distributors to stress this irreplaceability of time in their selling. In a period when customers are uncertain and even feel guilty about spending money, this can justify their acting now. Use appeals that tell the prospect, "You can keep your money, but not your youth" and "Every day you live without X is gone forever."

**6** Make it easier for the customer to use your product by educating him through publicity and hang-tags or other P-o-P devices.

McCulloch Corp. found that there was an increasing market for its chain saws among farmers and other non-professional users but that they were hesitant to tackle a new, somewhat complex mechanism that could be harmful if misused. It directed publicity on how to use the chain saw profitably toward farmers and exurbanite land owners; it supplied helpful literature with the saws. And it greatly increased its sales to non-professionals in the past year.

**7** Find customers who may have come into the market for your product because of the recession, and motivate them to buy by citing how your product can help meet a problem.

Container Corporation of America has helped many brewers, food canners and others who sell through super markets to increase volume and turnover by developing six-packs and other multiple-unit containers; special dispensers for placement in heavy traffic areas; and displays that step up turnover. Producers eager to find ways to boost unit volume have taken to these aids faster than when selling was easy.



**SPREADING the good word:** Norman C. Owen, sales v-p, Scott Atwater Mfg. Co., gave tips on recession selling during recent outboard motor seminar.

**8** Determine what may be the most susceptible areas or market segments in the changed climate of a recession period and give them special attention. What

used to be your most productive areas may not be any longer, and others may be comparatively recession-proof.

Gardner-Denver Co. has found that its foreign markets are holding up better than the mining, petroleum, construction and industrial customers in the U.S. It is directing special sales efforts at Canada and the rest of the world. Bell & Howell found there were millions of prospects for home movies who shied away because they hate to struggle with threading and handling a projector. So it introduced the first 8mm projector that threads itself automatically. Even though it's more expensive than other projectors, its sales have run ahead of production schedules.

**9** Make it easier for the customer to visualize the use of your product and to simplify his purchase. Scott-Atwater has set up a program for its outboard dealers to help them sell complete packages of motor, boat, trailer and accessories—all matched and all for one down payment.

**10** Stress how the whole family can benefit from a purchase, not just the member who really wants it most. Overcome the individual's feeling of selfishness in satisfying his own desires.

Bell & Howell shows family activi-



**HELPING CUSTOMERS sell:** Dispensomatic six-beer pack merchandiser was designed by Container Corp. of America to build volume for brewers.

ties centering around home movies. Scott-Atwater has helped boost the trend to big motors by stressing family fun and togetherness on the water, instead of just the father's fishing trips.

**11** Emphasize how the product will be useful, in separate ways, to several people in the family, again reducing the selfish feeling and giving the product greater value.

Piano manufacturers show parents at the keyboard while children watch in some pictures, children playing while parents listen in others. Bell & Howell emphasizes that the new automatic projector not only helps the parents show home movies but is useful to the youngsters for theater parties.

**12** In a time of tight sales and lower profits, stockholders take on a greater interest in the welfare of the company. Put them to work by appealing to them to talk up the product in their business, social and family life. Prepare special literature about the products to go out with the quarterly statement or annual report. If feasible, offer special prices or inducements to the stockholders.

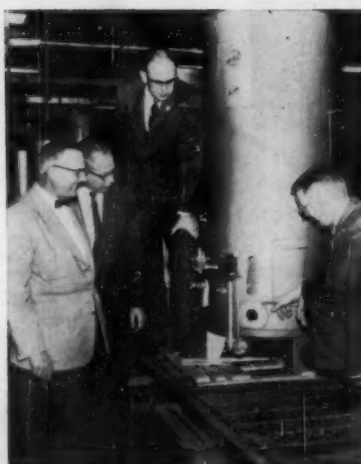
**13** Similarly, employees can be much more readily motivated to join the selling team. A good program of employee communications can stir them to greater action in promoting demand for the

SALES MANAGEMENT





**SO EASY**, even a child . . . Bell & Howell keep introducing new products that simplify home movie viewing. Result: 20% boost in first-quarter sales.



**WARRANTY** on this water heater has been extended from 10 to 15 years. Customers go for the added break, which is what Permaglas had in mind.



**BABY** doesn't come with clothes dryer, but new Halo of Heat featured on this Maytag appliance makes the prospects "ooh" and "aah" anyway.

products. Most employees have relatives and friends not near their home towns—people who do not feel normal loyalties to your company, but who can be motivated if approached properly.

**14**

The editorial staffs of the media often feel the recession, too. They may be short staffed or overworked. They will especially appreciate help in making their jobs easier. Give them extra service, additional information, more attention, and you will increase your exposure to your dealers and customers.

Maytag utilizes a set of eight different press kits, made up to provide material to editors of special newspaper supplements on home laundry, appliances and related subjects. Many of these supplements contain much more of Maytag's material than any other company's.

**15**

Study carefully the public relations program of your industry trade association. Make sure it's intelligently planned and carried out to create a strong basic desire for your type of product in light of today's consumer psychology. If so, support it and consider increasing its budget, because when sales resistance is prevalent more basic desire for the product must be created. If it's not effective, be as forthright about changing it as you are about things in your own company that need improvement.

For the first time in its history, the entire furniture industry—manufacturers, retailers and wholesalers—

has created a new organization that will build a desire for well-furnished homes among the millions of people who are now apathetic.

**16**

Give close attention to the customer relations matters you were too busy to perfect when sales took all your attention. Take a good look at how customer complaints are being handled; how promptly deliveries are made; what extra help you can provide to the customer to make sure of his satisfaction with the product.

**17**

Protect the "corporate image" and "product image" you have built up. Don't let the urge for immediate sales drive your sales force or your advertising into practices that will set you back a long way in your effort to build a good image based on confidence in the product and the integrity of the company.

Look at those exceptional companies whose sales have been better in '58 than in '57 — Bell & Howell, Maytag, McCulloch, Permaglas, Zenith, Magnavox. All have strong images and have kept them on a high plane despite the pressures of a narrowed market and aggressive competition.

**18**

Avoid going too far with giveaways, contests and other techniques that make it look as though your product is a cheap item to be thrown around because people won't pay money for it. Remem-

**19**

Watch the ads and sales practices of your dealers to be sure they don't destroy your "image." Their desperate efforts to move merchandise may sometimes lead to associating your product with untrue claims, misleading offers, tie-in deals and other confidence-destroying techniques. The Better Business Bureau finds a sharp increase in complaints when business slackens off, and frequently these involve efforts to sell products with a good reputation.

**20**

Give your dealers special help in making their own sound sales efforts work better: samples of other dealers' ads, publicity and promotions. Selling techniques that work are the most precious aid you can give dealers, so being a clearing house for good ideas can really pay off. Look at how eagerly other cities' auto dealers took up Cleveland's "You Auto Buy Now" promotion.

**21**

To push this technique right to the point of sale, send your best experts and consultants out to run seminars for dealers on how to sell in a recession psychology — using examples of successful dealers, providing sample materials, training sales personnel right on the floor.

(continued on page 114)




## THEY'RE IN THE NEWS

BY HARRY WOODWARD



### Brass Got Him to the Top

... Bridgeport Brass, that is. And Austin R. Zender, who's something of a pioneer with a westward look, is the new president of this Connecticut company that took its name from the city in which it headquarters. Zender, a natty dresser with the smooth unlined skin of a far younger man, is a veteran of 37 years in the copper and brass industry. Most of them with Bridgeport Brass Co. He began with the company as sales manager of the Condenser Tube Division, in 1935. Six years later he became sales manager of all the company's tube products and transferred from New York to Bridgeport. Since then he's been general sales manager and v-p in charge of sales. It was Zender who kept pushing the company west: He supervised the opening of sales offices and warehouses that eventually established BB as a national firm, doing business from coast to coast. A Brooklyn native, he's a graduate of Yale University. Zender is president of the Copper and Brass Research Association.



## Sales Promotion: It's on the March

An article ("Muddled, Misused, Misunderstood . . . That's Sales Promotion!") and an editorial ("Forgotten Man in Sales") in the Jan. 15, 1954 issue of *SALES MANAGEMENT* triggered it. The "it": Formation of the Sales Promotion Executives Association. Until SPEA was formed sales promotion men had no proper outlet for the exchange of ideas such as sales executives have. Now SPEA provides a forum for this increasingly important function in marketing. Recently Richard J. Brown, who is sales promotion manager for United States Plywood Corp., was chosen as SPEA's new president. A Purdue graduate (mechanical engineering), a former radio announcer (in his early career days) and the winner of the Putnam and two Associated Business Publications awards, he was a charter member of the association. He's been active—and an officer of the New

York Chapter—since. Several weeks ago SPEA held its first national convention, in New York. Over 300 sales promotion executives were on deck. The association, constantly growing, has between 700 and 800 members, chapters in nine major cities with several new chapters in the process of formation. At U. S. Plywood Brown puts his sales promotion theories into action. His department develops sales plans and strategies for three principal markets: (1) industrial, (2) new construction and (3) remodeling. His creative group puts together programs, has them pretested by eight Division sales promotion managers. It conducts sales meetings, dealer training sessions, does bedrock field work. Brown's home in Rye, N. Y., is a sort of personal show room. From basement up he's done over rooms in his company's products, has the neighbors following suit!

GUY GILLETTE—LENSGROUP

## Out of Tragedy, a New Era

Early this year the publishing world was shocked at the news that Harvey Conover, president of Conover-Mast Publications, Inc., business publications, had been lost at sea. Conover, with B. P. Mast, was co-founder of the company. Now the 39-year-old son of Mast is taking over the office left vacant by Conover's death. He's Burdette Pond Mast, Jr., known — like his dad — as "Bud." Young Mast, a slim, friendly guy who played football and captained his track team at Kenyon College ("The college was small, so was I. The competition wasn't that tough."), joined the company in '46 as Central Western sales representative of *Mill & Factory*, the firm's oldest property. Then he became Central Western district manager of *Construction Equipment*. In '53 he was advanced to assistant publisher of that magazine and in '56 became its publisher. He and Harvey Conover, Jr., who has been named the company's secretary, continue the tradition of friendship their fathers began.

GUY GILLETTE—LENSGROUP





# Colors that Sell: How Can You Find Them?

It would be so simple if you could just ask consumers about their color preferences and base your product designs on what they tell you. The trouble is this: Color is an emotional thing, and people tend to be irrational about it.

By **FABER BIRREN**  
President, American Color Trends



In the growing importance of market, consumer and motivational research, color is often a persistent but strange problem.

There are some products—interior paints, for example—in which, quality granted, color is practically the chief consideration.

In wallpaper, it accounts for 75% of the customer's interest.

In textiles, carpeting, automobiles, home appliances and other numerous items, color marks one of the chief appeals and will often give the manufacturer a definite style advantage over his competitors — and greater volume as a result.

No product, after all, is colorless. As long as the eye sees it, some emotional reaction will follow. This would apply even to sewer pipes to be buried in the ground. Visual impressions are inescapable. Sears, Roebuck once gained phenomenal success with a horse blanket styled in plaid rather than olive drab. Blue Coal is an example of functionless color; so is red kerosene in Southern markets. No matter what the product, color adds fascination and excitement.

Because color is so much in the psychological realm, it becomes a complex medium to handle. Every human being is a self-appointed expert on color, for virtually everyone has strong feelings about it. Color choice is thus forever conditioned by personal convictions and predilections.

Thinking in motivational terms, here are some of the natural obstacles to sound and objective color research.

Human temperament is clearly expressed in color preference. The extro-

vert will lean to strong, warm colors, while the introvert will be inexorably conservative.

Again, in the esthetic sense, there are no real standards of taste. Arguments in the fine arts are necessarily prejudiced and specious. In the commercial sense, however, "beautiful" colors are the ones that sell best, while "ugly" colors are the ones that don't. Yet, who can be so objective as to accept and style for others that which is personally disdained? One would have to be completely practical and research-minded, and this isn't easy.

While judgment of form and design is largely mental and rational, judgment of color is likely to be emotional and irrational. An outstanding product, perfect in its utility, may be rejected if its color is not pleasing. Arguments will be more or less futile if the visual impression is negative.

In color research, attitude is vital. Every person is likely to have a favorite color that constitutes his heart's choice. Psychological study has revealed that the universal order of preference for color on an abstract basis will produce blue as a first choice, then red, green, violet, orange and yellow, regardless of race or nationality.

Thus in purely impulse merchandise—toys, as a case in point—such colors as red, blue, green, pink will invariably appeal. Why not? The decision isn't important, and one is free to gratify an instinctive liking.

Yet the same persons who may buy a blue or red balloon will by no means follow their impulses in the purchase of a carpet. Now the de-

cision is tempered by other and more logical factors. What is currently stylish in home furnishings? Will the color soil? Will it go with what is in the rest of the home?

Thus color trends — based on mass decisions and preferences — operate side by side with personal feelings. Color is a very human thing, for men—and women—are all individual. One encounters attitudes that are at once extremely self-conscious and yet conventional. Despite the ego that exists in all persons, taken together as a group there is much consistency and pattern.

It may be valid to assume that color is magic because all persons love it. None the less, color for the sake of color is never enough. Income and social status, for example, may affect choice. The masses of people are likely to want what everyone else has, whereas the true sophisticate will pursue individuality. The mother who may turn pale in a swanky restaurant at the sight of another woman wearing the same dress as hers, may have a daughter who will refuse to go to high school unless she is dressed *exactly like her classmates*.

This, perhaps, is the simple division of the national market for color. The sophisticates (about 10% in number) will insist on having what no one else has. They are the true style leaders, and they will demand *many* colors. The rest of mortals, however, the 90%, will tend to follow the parade of fashion, and they will—acting as a big group—want *few* colors and pretty much what everyone else has.

Yet even in the big group, there

## 5 Years Ago (1953)

Forest Green  
Medium Green  
Yellow  
Pink  
Chartreuse  
Light Gray  
Light Green  
Flame  
Light Blue  
Rose

## Yesterday and Today in Color . . .

Here are two lists of preferred colors in home furnishings, one giving top sellers of 1953 and the other the top sellers of today. Color trends take place at all times. These shifts are fairly smooth and consistent, but they show up rather strikingly when they are compared over several years.

## Today (1958)

Beige  
Turquoise  
Pink  
Oyster White  
Sandalwood  
Light Green  
Light Gray  
Rose  
Light Blue\*  
Yellow

### Automobiles (By Gallonage)

Oyster White  
Black  
Turquoise  
Light Blue\*  
Beige, Coral\*  
Green  
Gray  
Yellow, Gold\*

### Carpeting

Beige\*  
Sandalwood\*  
Light Green  
Champagne  
Light Gray  
Rose  
Gold\*  
Turquoise

### Kitchen Appliances

White\*  
Pink  
Yellow  
Turquoise\*  
Green

### Paints

Beige\*  
Turquoise  
Sandalwood  
Pink  
Yellow  
Oyster White\*  
Light Cool Green  
Light Blue\*  
Light Gray  
Rose

## . . . and the Hues of Tomorrow

In the following tabulations Faber Birren presents a record of color preference today, with starred (\*) indications of which colors are likely to sell best in the future. Colors are in order of present popularity.

### Plastic Dinnerware

White\*  
Aqua, Turquoise  
Pink  
Yellow  
Light Green  
Oyster White  
Coral  
Beige\*  
Light Gray  
Light Blue\*

### Plumbing Fixtures

Pink\*  
Beige\*  
Light Green  
Light Blue\*

### Portable Radios

Black\*  
Turquoise  
Oyster White\*  
Red  
Pink  
Green  
Beige, Sandalwood\*

### Portable Typewriters

Gray\*  
Beige\*  
Green  
Blue\*  
Turquoise  
Pink, Red

### Resilient Flooring

Beige\*  
Sandalwood\*  
Gray\*  
Green  
White  
Black  
Brown  
Red  
Turquoise  
Yellow

### Roofing

Green\*  
Light Gray\*  
Coral, Red  
Black  
Blue\*  
Tan, Brown

### Telephones

Black\*  
Oyster White  
Beige\*  
Green  
Red  
Yellow  
Blue\*  
Gray  
Brown

### Textiles

Beige\*  
Sandalwood\*  
Charcoal  
Turquoise  
Light Green  
Pink, Rose  
Red  
Gold, Yellow\*

### Wallpaper

Oyster White\*  
Beige\*  
Light Gray  
Sandalwood  
Light Green  
Pink  
Taupe  
Turquoise  
Light Blue\*  
Yellow

### Wall Tile

Light Gray  
Beige\*  
Yellow  
Light Green  
White  
Pink  
Light Blue\*  
Turquoise



are so-called moderns and conservatives, and they are further split about equally in number. Stylists are likely to be egotists, whereas average souls may be far more timid. The fashion leader who wishes to exhibit her taste to public view may really be the opposite of the modest woman who will shudder at the thought of being conspicuous.

Thus moderns are not always capable of styling colors for conservatives. This is where color choice so often gets in trouble, for most stylists are moderns. With furniture there is about an equal division between those who want the new and original, and those who revere the old and traditional. Businesses actually are organized to cater to each camp separately. But color, not to play favorites, must satisfy both, and to do so, the color styling process must follow different roads at one and the same time. There is no one, straight highway.

Developed from some twenty years of research devoted to the American public, here are five principles which concern the marketing of color.

**First Principle.** *There are conditions under which it is irrelevant to check public opinion.* It is possible to overthink on the matter of color. Some years ago a Chicago food packer worked on the design of a wrap-around label for a jar of peanut butter. Series of designs and color schemes were shown to consumers in retail outlets. First choice went to a combination of appetizing brown, orange and green, which reflected the contents of the jar itself. Yet a simple label comprising a dark blue panel with large red squares in the background, devised strictly on a hunch, outsold the consumer-tested package four to one.

Why not? The human eye will be attracted to certain stimuli, regardless of feeling or reason. Madison Square Garden reports that a brilliant red-orange cover will sell more programs and box scores than any other hue. Brightness, colors of high visibility—red, orange—will startle the eye. Where attention-value is the first consideration, the merchandiser or designer will do far better to study the technical aspects of vision than to

sound out the notions of his customers.

**Second Principle.** *Color research cannot be undertaken in an abstract or academic way.* One of the chief difficulties of researching color lies in the complexity of the medium itself. Science has reported the existence of a million or more different color variations. Even conservatively speaking, at least 10,000 different hues, tints and tones are readily distinguishable to the human eye. How, then, to ask for public reaction? How much to show? Inasmuch as the selection must be limited, who will organize it and what particular colors will be decided upon for a test?

In one of the best known products in America, a specific shade of green has been found to rank sixth (less than 10%) out of eight hues. Yet green has been the top American favorite for years. Investigation in this instance has revealed the fact that the shades of green used in the original survey were all poor ones and had been haphazardly chosen.

It is necessary that any test or poll of color be itself based on a researched selection. A spectral order would be ludicrous, academic and futile. Also, if the colors checked are all derived from previous sales experience, how will new wants be determined? The answer here is a tough one and requires a tremendous amount of knowledge on the part of the deviser of the test. To make a well balanced selection that will sound out all taste — light colors, dark ones, modern ones, conservative ones — requires access to historical records, reference to market studies, sales tests and dozens of other reference points. Otherwise a person may come up with a wrong answer because he asked wrong or inadequate questions.

**Third Principle.** *People may be poor judges of their own desires.* In the research experience of the writer, consumer polls on color have been more or less abandoned for many years. They just haven't worked out because human emotions are unreliable and inconsistent. Although a woman may offer practical and reliable judgment on shape, purpose and

function in a product—how the thing works—she may express purely temperamental reaction to its hue. This has been learned through bitter trial by many organizations.

When Schick introduced four colors in its electric shaver, 250 of them were once offered as free gifts to a group of businessmen. Their preferences: red, 42%; beige, 24%; green, 23%; white, 11%. Yet when the shaver itself went to market, the actual sales figures of several thousand units had this order: white, 36%; beige, 25%; green, 21%; red, 18%.

Where red had been top choice when the situation offered the purely emotional pleasure of getting something for nothing, it was at the bottom when the buyer had to think things over and pay out of his own pocket.

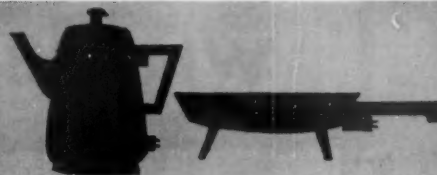
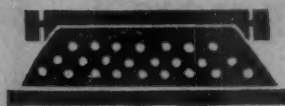
Again, human peculiarities are a complicated factor. Ask any man and he will probably tell you he wants a Cadillac convertible in oyster white or red (among other things). Yet, when it comes to buying, (a) he may not have the money for a Cadillac; (b) he may have children and require a sedan; (c) he may live in the suburbs and both oyster white and red may be either too impractical or too embarrassingly conspicuous!

To quote another experience: In 1954 when colored home appliances were about to be put on the market, a careful study of general color trends revealed great potentiality for pink. First off, management itself recoiled—who would want a pink refrigerator? A quick consumer poll (several hundred office employees and housekeepers) revealed almost complete neglect of pink. Mention of it was insignificant.

Yet in the experience of one manufacturer, when pink finally went to market it accounted for over 40% of his color sales in one year (and made his competition jump after him)!

Consumers are poor judges of color simply because they do not know today what they will want tomorrow. It is largely a waste of time to ask them. In the normal course of color trends, colors move up from low positions to high ones—slowly, surely. There is a rising stream of public consciousness not yet known by the





masses at large, or even sensed. However, the consumer will feel the push of this current in due time. This is precisely what happened in the case of pink. It was a mere dribble at the time the public was asked about it. Naturally the reaction was negative.

But months later, when the trickle had grown to a stream and then to a sizable river, the public was all for plunging into it. Conclusion: The public frame of mind and emotion has to be outguessed. Research must be relied upon, not to ask questions from persons who have no right answers, but to have a wealth of data on color movement, sales tests, market analyses—all to give proper perspective to color styling and to plot into the future the colors that seem destined to be caught in the moving flood of national desire.

**Fourth Principle.** *Good color styling may require different approaches at one and the same time.* All too often, the choice of color in consumer goods is looked upon as a straight line procedure, which it seldom is. A manufacturer (or a researcher) may elect to analyze a harmonious and related range of hues, thinking erroneously that he is dealing with an orderly series of coordinated colors. This is rarely the case, and if it is pursued the color choice may well miss a fat part of the market.

With a product like the Royal portable typewriter, preliminary study was devoted to types and classes of buyers, each of which might have different ideas about color appearance. A portable typewriter might be wanted by lawyers, newspaper men, writers whose taste would naturally be conservative. The machine would be bought almost wholly for its utility, and any flashy styling would be rejected.

A housewife might want the machine to fit in with the decor of her home. Here would be another attitude toward color. Still again, thousands of portables are purchased (usually as gifts) for college and high school students where the styling must have a lively and striking quality.

Thus in the matter of color, three avenues of approach were necessary, each quite distinct. They led to a

gray and a soft green (for conservatives), a beige and an oyster white (to capitalize on the two most wanted colors in home furnishings), and a turquoise and vermilion red (for the gift and teen-age market).

While the six colors didn't have a neat and academic relationship, each had its purpose, and one or another satisfied practically everyone who might at any time want to buy a personal typewriter.

The same strategy is necessary in many other products. The automobile industry, for example, is well aware of the conservative-modern contrast in styling, and the convertible and sedan will have markedly different appeals. Fortunately, the modern—or more dynamic effect—may often be used as a promotional come-on. One manufacturer of gas ranges uses a bright red product for display purposes. This arrests the attention of the public, has strong impulse appeal, even though the buyer may end up purchasing a conventional white model. There is wish fulfillment in the brilliant color. It may constitute the "dream" that motivates action in other channels. The point is that color styling cannot be all dreams or all conservatism—but a combination of both in different appearance designs for the same product.

**Fifth Principle.** *Where consumer acceptance is to be measured in advance, the controlled sales test is the only reliable method.* Where products are sold in volume markets, and where potential acceptance must be known, the retail sales test is the only sure research device. Some years ago, Corning Glass, in introducing colored Pyrex, used both the opinion poll technique and the retail sales test in a strategic way. Because emotional views are unreliable, though fairly easy to undertake, opinions were sought only with reference to different variations of a given color. In other words, different shades of green, for example, were exhibited to the public. The question here did not concern the appeal of green itself, but preference for different shades of it—decisions that were more deliberate than impulsive in nature. In this way, Corning was able to "screen" a fairly large group of color families, reduc-

ing dozens of color variations to a simple few, each in a different color classification.

The winners were manufactured in a limited production run and sold over retail counters in about six controlled outlets. Within two weeks, specific results were checked. The company then went to market nationally and found the venture an outstanding success. It is a curious fact that Flamingo Red, which originally had not been considered but which showed up vigorously in the preliminary screening poll of red tones, became a spectacular seller.

The retail sales test is not always an easy one to conduct, particularly in expensive products. Yet the principle back of it may be followed without too much difficulty or expense. A custom color choice, for example, may be offered in a few good outlets, a portion of the public being permitted a choice. Then on the basis of these few choices, national production may be fairly safely planned. It is all-important to bear in mind, however, that *unless the product is actually bought*, the test will have little significance. To repeat, emotional opinions, purely abstract or temperamental in nature, may be a waste of time and may lead to false and tragic conclusions.

It is unfortunate that color problems have no pat solutions. To the knowledge of the writer there is no one method, technique, system or scheme that is conclusive. Though right answers to color demand are not easily found, they can be secured when proper time, care and effort are expended. The main trouble is that people cannot be taken at their word. What they may want now may be no measure of what they may want in the future. Thus in color research, the course of public preference must be plotted by using the various devices already described.

Where the job is well done, the true economics of color magic is unfolded. Colors move in healthy volume. Because wasteful guesses and speculations are eliminated, prices can be lower to the consumer and profits higher to the manufacturer. And the inescapable beauty of color adds pleasure and contentment to a nation of satisfied customers. ♦

# Who's Beating the Recession?

Some enterprising firms are going counter to the economy, counter to their industries, making sales gains despite the dip. They credit increased sales manpower, more and better advertising for their enviable sales successes.

## Magic or muscles?

Why are some companies able to rack up impressive sales gains at a time when others—many of them bigger and supposedly better equipped—are falling victim to the recession blues?

SALES MANAGEMENT surveyed top sales and administrative executives whose companies were on the sunny side of the recession to find the answers.

Ranging from "too numerous to count" to "just lucky, I guess," replies from more than half the 50-odd executives polled cited a blend of efforts for their successful showing during the last report period.

A wide variety of factors was offered as potent ingredients for profit potions: new markets, new products and packaging, new advertising campaigns, more advertising, greater sales promotion and sales incentives, new markets, and acquisition of new facilities.

But it was *increased sales manpower* which won a close decision over *augmented advertising* as the champion recession beater. Most companies surveyed reported sales force increases up to 50%.

## Better Than the Times

Most eloquent advocate of sales height through sales might is G. Earl Walker, vice-president and general manager of AMP Inc.

"Our sales performance has always been based on the concept that we must be better than the times," says Walker. "Particularly in recession periods, it is necessary for organizations to invest in capital equipment designed to reduce costs and increase profits. The sales department's capital equipment is manpower — properly trained and motivated to overcome business inertia by further penetration of existing accounts, development of quicker acceptance of new products, and greater inroads of competitive situations."

Biggest gain in sales manpower was at West Virginia Pulp and Paper Co. David L. Luke III, executive vice-president, reports "sales are being maintained at a record level by two principal factors: a sales force that has been almost doubled to provide a strong relationship with customers, and a \$3 million-per-year research program which has resulted in major new products."

An augmented sales force also played a leading role in the better sales showing produced by Michigan Chemical Corp. in the first quarter of 1958. Citing increased outlets and greater sales promotion, Michigan's H. Stanley Lawton, vice-president in charge of sales and market development, says he hopes new products "will help sales in the second half of 1958. . . . We will be working hard to hold our total sales at last year's level."

Parke, Davis' vice-president and director of sales and promotions, Graydon L. Walker, also prescribes additional salesmen for ailing companies. Besides increasing its sales staff five percent, Parke, Davis has consistently stressed incentive plans and sales management at the salesman level. The company expects to show a year-end increase of 10% over 1957.

Increased advertising, merchandising and sales promotion are also being used as sharp tools to carve out a bigger share of the market. John R. McCarty, vice-president sales and advertising for the Frito Co., thinks a coordinated sales, advertising and merchandising program is the best nourishment for sales-hungry executives.

"Frito's newly inaugurated national advertising program through sponsorship of Arthur Godfrey on CBS radio and cooperative ad campaigns with the Cling Peach Advisory Board and American Dairy Association in March made a heavy contribution to the company's first quarter gain," according to McCarty, who is trying for a year-end sales increase of 15 to 20%.

Increased advertising expenditures also head the list of three important ingredients that have compounded sales for Plough, Inc. According to President Abe Plough, his company will spend \$6.6 million on advertising in 1958, as compared with \$5.4 million last year and \$4.4 million in 1956.

Plough also sees St. Joseph Almanac Calendars, "now the most popular drug calendar in the world," as an important reminder for repeat sales.

Plough also attributed his company's sales gains to acquisitions.

## Innovations Pay Off

New products and packaging were also cited as the prime power behind significant sales strides.

Harold F. Temple, vice-president and director of sales for P. Lorillard Co., states that "Lorillard's sales gains unquestionably stem from recent additions and improvements in its product line which meet changing consumer tastes in cigarettes: new micronite filter for Kents; new spin filter for Old Golds; and two all-new Lorillard brands — Old Gold Straights and Newport."

At Reichhold Chemicals, Inc., where April sales were the highest for any one month in the company's 31-year history, Ralph T. Ulrich, vice-president and general manager, cites new products as one of three important ingredients in the company's success formula. Ulrich also cites a 10% increase in Reichhold's sales staff and an augmented customer service program as noteworthy contributors to the firm's sales gains.

New products also headed the list of principal reasons for increased sales at Libbey-Owens-Ford Glass Fibers Corp. But C. F. Hegg, vice-president and general sales manager, also cites an increased sales force, better geographical coverage, new markets, increased advertising and sales promotion budgets, and better sales train-

ing—not to mention an expanded research and development program—for the company's improved position. "We're shooting for an increase of 20-25% this year."

A number of companies saw their recent sales gains as the payoff for patient planning over a period of years. At a time when there aren't too many chips going around, The U.S. Playing Card Co. is piling up plenty of their own without adding a single salesman to the force.

Says C. M. ("Pat") Patton, vice-president in charge of sales: "We think a good job of promoting the playing of cards has been done by the Association of American Playing Card Manufacturers, of which we are a very active member. And we have had a good deal of success with a little booklet called 'Learn to Play Bridge in 22 Minutes'—to get 'em fascinated."

Ralston Purina's President Raymond E. Rowland says that "increased sales can be attributed to the cumulated effects of long-range management planning which now places the company in a position of having a greater number of strategically located mills, a better trained sales force, a better dealer organization with more facilities for extending genuine service to farmers and a history of effective quality products."

Rowland also cites "the recent improved economic situation in animal agriculture which finds feeding margins in most classes of livestock and poultry at the highest levels of several years." Sales through April are running 10 to 15% over 1957.

Long-term planning also gets a

vote from Ralph R. Brubaker, vice-president of marketing for the Carnation Co. "While our favorable sales picture is partly attributable to expansion of new products and new sizes into additional territories, I believe the major reason is thorough analysis and the resulting stepped-up efficiency of our existing marketing facilities and activities," says Brubaker.

Wayne Hicklin, vice-president in charge of sales for Avon Products, Inc., sees his company's progress as "a result of continued progressive merchandising, sales promotion, advertising, sales incentives, new products and new packaging . . . additional sales representatives and a carefully trained organization capable of real creative selling."

### Shoot for High Goal

Polaroid's R. C. Casselman, vice-president, sales and advertising, also feels that there are myriad factors in a mile of sales. "Our progress," says Casselman, "has been the result of a dozen factors involved with promotion and product development over the last three years, no few of which can be isolated. This year's goals are the same as always: we shoot for an increase in the order of 40% and then act as though we're going to get it."

August A. Busch, Jr., also emphasizes the fact that there are no simple answers on tap. He attributes Anheuser-Busch's 8.4% increase for the first quarter of 1958 to many factors. "Most important," says Busch, "are the coordinated efforts of the people in our marketing division and the splendid cooperation of our whole-

salers and our own sales personnel. We also give credit to what we consider an outstanding advertising campaign continued from last year and our new 'decorator line' point-of-sale material."

Significantly, executives of only two companies prominently mention price in discussing their success. Continental Can Co.'s Raymond Fisher, vice-president, marketing, says that there was "considerable forward buying . . . in anticipation of the March 10 price increase."

Fisher also cites the fact that "many customers who had allowed their inventories to shrink during the last half of 1957 reached the point where it was necessary to replenish those inventories."

Foremost Dairies' president, Grover D. Turnbow, makes a special point that his company's well-rounded sales training, marketing, product development and advertising programs are being carried out "without the benefit of a major price change."

For those envious executives whose sales hunger can only be satiated by a look into the secret source of others' sales successes, we have a revelation from A. N. McFarlane, president of Corn Products Sales Co. Says McFarlane:

"The not so secret ingredient of our increased sales has been *hard work!* Our prices are realistic, we have increased our ad budget, used more promotion, redesigned packages, increased incentives and intensified customer service. But none of these projects would have paid off without more aggressive policies, meaning: *hard work!*" ♦

### Box Score on Recession Beaters

AMP Inc. ....	*6 mo.	19.6	15.9	Michigan Chemicals, Inc. ....	3 mo.	2.8	2.0
Anheuser-Busch, Inc. ...	3 mo.	52.2	47.7	Parke, Davis & Co. ....	3 mo.	42.9	37.8
Avon Products, Inc. ....	3 mo.	21.8	19.9	Plough, Inc. ....	3 mo.	7.8	6.4
Carnation Co. ....	*yr.	368.6	358.0	Polaroid Corp. ....	3 mo.	11.7	8.2
Continental Can Co. ...	3 mo.	240.8	221.5	Ralston Purina Co. ....	6 mo.	238.8	220.0
Corn Products Refining Co. ....	3 mo.	81.6	76.6	Reichhold Chemicals, Inc. ....	3 mo.	15.8	15.4
Diamond T. Motor Car Co. ....	*yr.	56.3	45.4	U. S. Playing Card Co. ...	3 mo.	1.23	1.20
Foremost Dairies, Inc. ...	3 mo.	99.5	94.4	West Virginia Pulp & Paper Co. ....	†3 mo.	47.9	46.8
Frito Co. ....	12 wks.	8.7	7.2				
Lorillard Co., P. ....	3 mo.	104.1	48.1				
L-O-F Glass Fibers Corp. ....	*yr.	23.3	20.9				

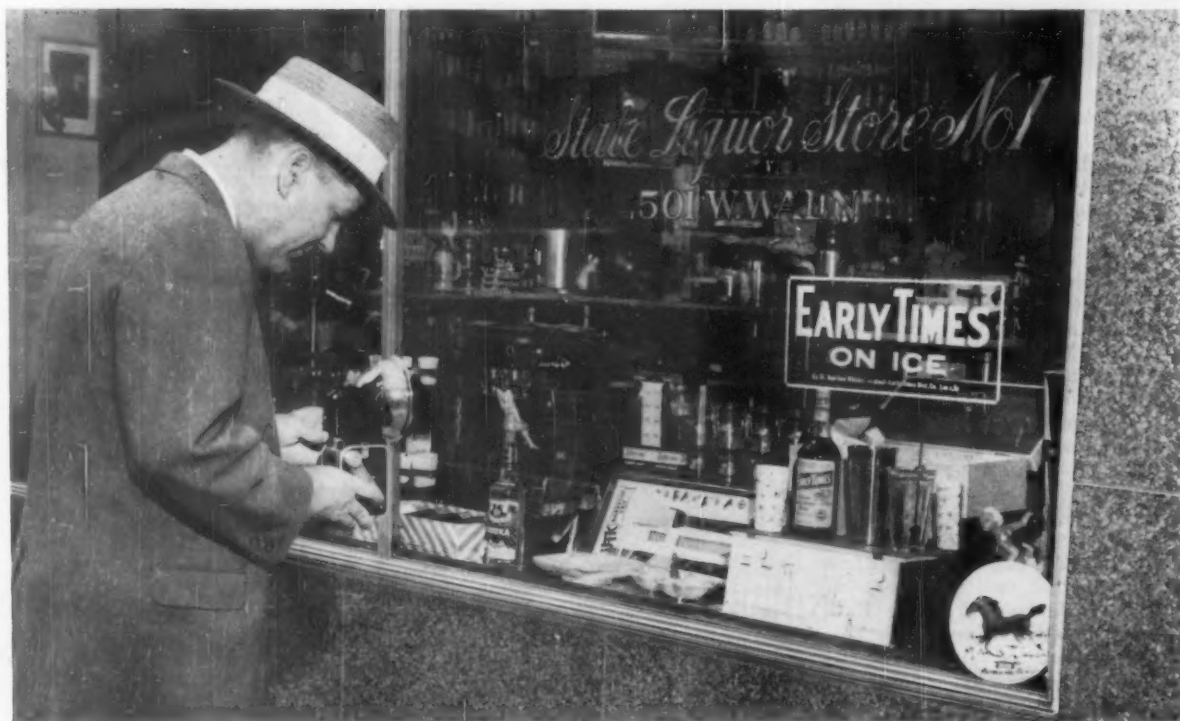
(Figures in millions)

\*1958 figures unavailable (1957-1956 comparisons)

†Nov.-Dec. 1957, Jan. 1958

Who's Up? Who's Down? Turn to **SALES MANAGEMENT'S** every-issue feature "Sales Gains and Losses" (page 126) for additional data on how various companies are doing today.





**IDEA-SAVER:** Brown-Forman men make film records showing what they've done to put p-o-p to work in the retail store. Film is sent to home office with semi-monthly sales

reports. Some photos are published in the company's merchandising bulletin. And sometimes an exceptionally bright idea is incorporated into a national promotional campaign.

## Every Salesman's a Cameraman

Brown-Forman is picture-happy. Photographs showing effective usage of point-of-purchase promotional materials enable the company to pass good ideas from one territory to another. And free prints build good will with dealers.

**By A. GARDNER DeWITT, JR.**  
Regional Merchandising Manager  
Brown-Forman Distillers Corp.

The first morning a new salesman comes to work for Brown-Forman Distillers Corp. he finds on his desk the "tools of his trade," placed there by the company as standard equipment. A quick inventory of the items would reveal: order book, pencil, stapler, tack hammer, shears, a camera and a kit of camera supplies.

A visitor to the office would recognize the significance of the order book and pencil—the vital ingredients in any sales organization. And anyone familiar with the liquor industry would know the stapler, hammer and shears will be a big help in placement

of Brown-Forman's many point-of-purchase displays.

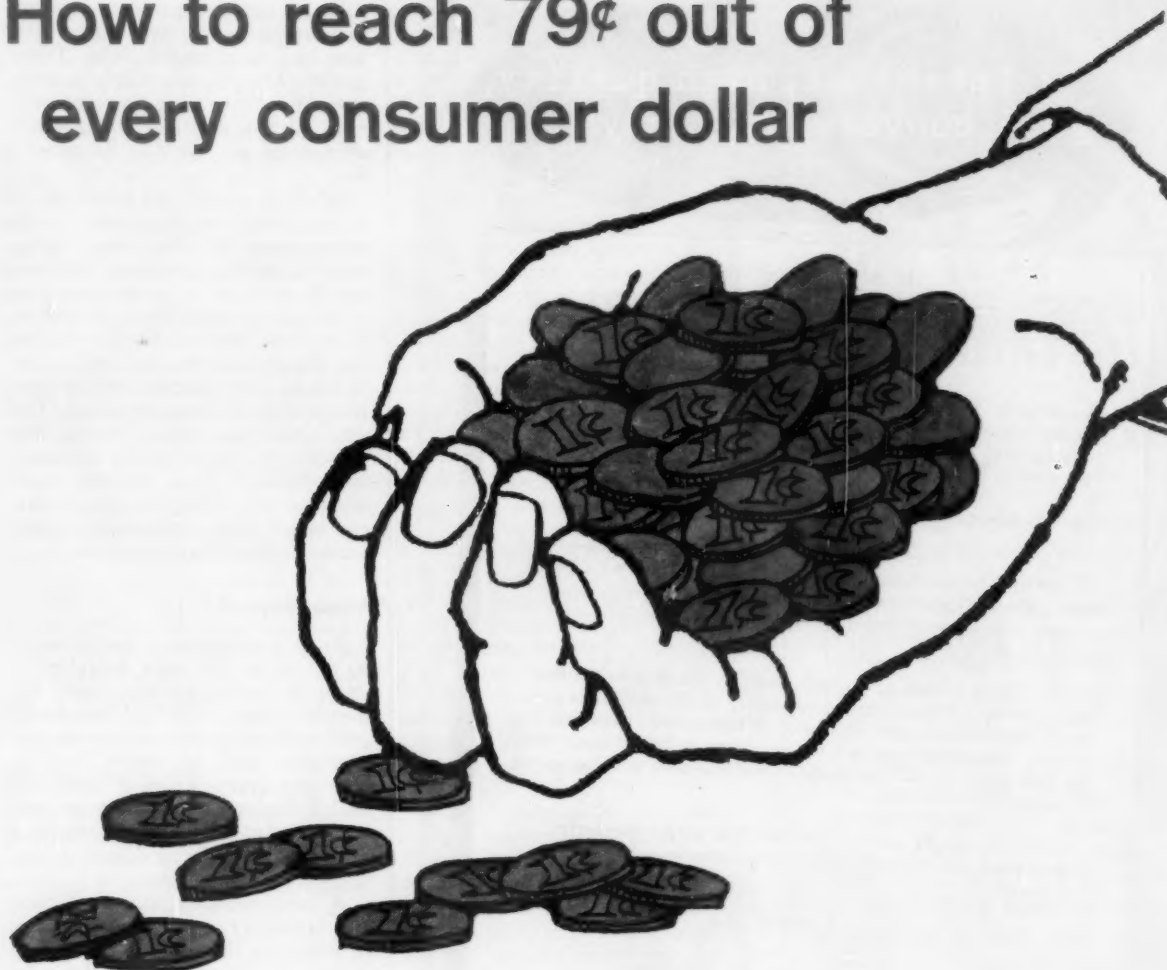
The complete photographic package on the desk, however, is likely to be regarded as a departure from what the well-equipped salesman should carry. It represents the means by which Brown-Forman is achieving salesmanship-in-depth. Through the use of photography, we are obtaining as a bonus beyond sales the following "extras": (1) high-level sales promotion efficiency; (2) intra-company exchange and development of ideas; (3) dealer good will; (4) effective use of point-of-purchase materials.

The camera and flashgun which our new salesman finds on his desk are similar to those provided for every other member of the 175-man Brown-Forman national sales force. Thus equipped, our salesmen each year take thousands of pictures, many of them appearing in the business press, sales promotional material and the company's bulletins. Photos made by our salesmen may be displayed on the wall of a retail store, be studied by an advertising agency or evaluated by our own management.

Since our people are professional salesmen, not professional photographers, we chose a camera that provides the necessary pictorial quality with the greatest operating ease.

It is Eastman Kodak Company's Duaflex IV Camera, equipped with Kodet Lens and Kodalite Flashholder. Nearly 200 of these reflex cameras—with which our salesmen see exactly what they are photographing through a direct-image viewfinder—were obtained for distribution to sales personnel. A reserve supply, replenished as needed, is kept on hand at our Photographic Department in Louis-

# How to reach 79¢ out of every consumer dollar



## Figures just released show impressive size and spending of LIFE's cumulative audience

**One issue of LIFE** reaches a lot of households—15,320,000. That's 31% of the U. S. total. But get this: they spend 38% of all dollars spent on consumer goods and services. Think that's a big market? Well, look how it builds up . . .

**13 issues of LIFE** reach 34,440,000 different households—70% of all U. S. households. And they account for 79% of all dollars spent for consumer goods and services. Isn't that the kind of selling opportunity you're looking for?

Especially with this new fact from LIFE's *Study of Consumer Expenditures*: of these 34,440,000 different households, 13,020,000 will, on the average, read 10 out of 13 issues of LIFE.

Got those figures? They mean that LIFE's audience is huge (even bigger than we suspected). It is responsive—buys much more than its per capita share. It could be very profitable for your product. Shouldn't you be selling in LIFE?

	HOUSEHOLDS REACHED	% OF TOTAL U. S. HOUSEHOLDS	% OF U. S. CONSUMER SPENDING
<b>Single issue</b>	<b>15,320,000</b>	<b>31%</b>	<b>38%</b>
<b>One or more of 13 issues</b>	<b>34,440,000</b>	<b>70%</b>	<b>79%</b>

**ONLY** **LIFE** gives you so much sales potential . . .  
so swiftly, so surely

"substantial, high quality,  
good conversion," says...

**Photographic Supplies**  
INDUSTRIAL GRAPHIC ARTS COMMERCIAL  
PORTRAIT AUDIO-VISUAL OFFICE COPYING  
PHOTO FINISHING EQUIPMENT

**Eastman Kodak  
Stores, Inc.**

**Sales and Service**

ONE WEST 35TH STREET NEW YORK 18 N.Y.  
LONG ISLAND BRANCH

RETAIL BRANCH STORE  
20 EAST 45TH STREET, NEW YORK 17, N.Y.  
MURRAY HILL 2-6000

February 6, 1958

Mr. Arthur D. Bobrick,  
The Wall Street Journal,  
44 Broad Street,  
New York 4, New York

Dear Mr. Bobrick:

Thank you for your letter about our 1957 advertising.  
We had an excellent year, particularly in KODAK VERIFAX COPIER  
sales. This quality office copying equipment has found ready acceptance  
by large and small businesses interested in service, efficiency  
and economy.

Some of the credit certainly should go to The Wall  
Street Journal. Since we started our weekly Verifax program in your  
paper, inquiries have been substantial, of high quality, with good conversion.  
This did not come as a surprise, since we felt all along that  
The Wall Street Journal reaches the kind of businesses in which we are  
interested.

We are confident that 1958 will be even better,  
and our plans call for a continuation of our advertising program in  
The Journal.

Cordially yours,

*George E. Suddell*

GESuddell:Mc

## Where Responses Lead to Sales

The Wall Street Journal produces more inquiries and more sales for advertisers in every field. By reaching America's top executives every business day, The Journal carries your message to the men who unfailingly use The Journal as their daily source of business information. These men are quick to respond and they have the authority to recommend and make purchasing decisions. To convert sales opportunities into actual sales, advertise in The Wall Street Journal.

**CIRCULATION: 541,337**

**THE WALL STREET JOURNAL**

published at:

NEW YORK, 44 Broad St. and WASHINGTON, D.C., 1015 14th St., N.W. • CHICAGO, 711 W. Monroe St.

DALLAS, 911 Young St. • SAN FRANCISCO, 1540 Market St.

vill for new salespeople and to provide replacements for cameras that are lost or damaged. The Photographic Department, which administers the picture-taking program, processes all film centrally and produces an average of 700 8-by-10 prints a day.

There is a basic and beneficial use of our sales-force photography in the maintenance of advertising display material records. A salesman who may install one type of point-of-purchase piece in hundreds of stores throughout his territory has no difficulty recalling the display location and style when he has his own photographic notebook record of it for future reference. This display-indexing system, hitting close to home by improving the salesman's own efficiency, has brought many salesmen who rarely touched a camera before into enthusiastic participation in the camera program.

### Visual Report

From a management standpoint, it is, of course, far more desirable for us to be able to visualize what our men are doing in the field than to depend only on written reports of sales promotion and advertising activity. The photographs taken of newly installed displays, submitted to us with semi-monthly sales reports, provide a record of what is being done in a creative vein and who is doing it.

A merchandising manager is anxious to take advantage of a novel idea developed in the field so that he can disseminate it throughout the sales organization. The continuous flow of photographs enables us to see how salesmen are handling the company's promotional material — how it is changed and augmented and adapted in individual cases.

Examples: A Brown-Forman salesman in Baltimore sent through his own photographs of a lighted shelf display he created. It so happened that an advertising agency and one of our sales management people had been working on this type of project for months. We reported receipt of the salesman's picture; the agency called for it and ultimately adopted the idea. This, to our way of thinking, represents real progress in merchandising.

In Shreveport, an imaginative salesman developed an idea for an interior display piece in a super market and produced the rough art work himself. He photographed his effort and sent us a print. His scheme was to use a piece of poster board, with its center cut out, as a frame, placing in it current magazine ads and other topical sales material. This would minimize outdated of large displays and in

**SALES MANAGEMENT**



effect provide a nearly permanent frame for a seasonal picture. Later, the versatile display could be broken apart on scored lines and used for counter boards, shelf strips and other display items.

The photographs indicated the idea was a sound one. Prints were routed to the appropriate persons in regional and home offices. The idea—still illustrated by the on-the-spot photos—was put in the mill for development by an advertising agency. And like many other suggestions similarly made, it ultimately became part of a national promotion.

Naturally, not all the pictures we receive result in a major promotion campaign. But even when they don't, they frequently prove of value in helping us to exchange ideas among Brown-Forman's various sales regions.

We receive many pictures of unusual and outstanding applications of company material, of original creations and mass-case displays. These are often published in our nationally distributed Alert Merchandising Ideas Bulletin so that, for example, an arrangement featured in New York may be seen and adopted by a salesman in Chicago.

### **Creates Good Will**

One of the most important jobs of Brown-Forman's merchandising representatives has been to establish and maintain good relations with those handling our products. Our experience is that very few methods for creating good will have been devised that work better than a camera.

When field sales personnel make photographs of a package store display, the local wholesaler later delivers prints to the dealer. It is hard not to be friendly with a fellow who has gone to the bother of presenting that glossy photo; and the print itself remains as a reminder of the relationship that has been established between salesman and dealer.

Salespeople have found that a photograph itself will sell if they can get it hung in a package store or bar. Max Moore, head of the Brown-Forman Photographic Department and an expert cameraman, is of the opinion that many of our field staff have developed near-professional talent with their Duaflex outfits. This is borne out by the large number of their photos which actually are displayed in the business places on which they call.

Perhaps the best example of this was the photo coverage of retail calls our people made with a circus midget we called Earl E. Times, during an Early Times Bourbon promotion cam-

paign. The dealer and Mr. Times were photographed together by the salesman and many of those pictures still are on store walls several years after the promotion.

As a result of the maze of laws governing the liquor industry, there are some states in which our salesmen are prohibited from taking orders. Since the dealers must work directly with the distributors, field personnel devote their time primarily to merchandising, advertising and sales promotion. For these merchandising representatives, the camera has become an even more valuable tool, since they place more emphasis on its use than does the order-taking salesman.

A certain amount of encouragement was necessary originally to get the field personnel to make full use of their cameras. A series of letters suggesting promotional uses of the equipment was sent out and gradually the flow of pictures coming into Louisville increased so that it now is representative of virtually the entire group.

In some states, use of the cameras is stimulated periodically through display contests, with prizes awarded on the basis of photographs taken by the salesmen. In these contests we have virtually 100% participation, with the men submitting an average of 25 photographs each.

Use of cameras by our merchandising representatives actually completes a photographic cycle within our sales program. We have made effective use of photography in rushing advance pictures of new promotional material to retailers, helping us to obtain display-space preference. And so, when a salesman photographs a choice display, he often is making a photo-record of an installation inspired by photography in the first place.

This cycle is only a portion of a much broader use of photography throughout the Brown-Forman operation. Among the uses to which we put the camera are presentation of a comprehensive motion-picture program for sales training; extensive use of visual aids in merchandising management and even preparation of a complete record of plant engineering developments, from expansion of an office to a change in the design of a bottle.

Brown-Forman has never felt any hesitancy about trying out new ideas.

It was this willingness to experiment which led us into the camera project. The project has proved successful with the establishment by our field personnel of a simple fact: The camera is a valuable tool that is helping them to do their selling job better. ♦

# **THE JOURNAL SOWS THE GRAIN... YOU REAP THE HARVEST**

The Wall Street Journal has cultivated a fertile field for its advertisers. In becoming the number one source of business information for America's most important executives, The Journal has created a result-producing climate for advertisers everywhere who demand action. (See opposite page for a typical report.)

There's a great deal more to The Journal story. For example, advertisers can take advantage of The Journal's short closing dates. The Journal is a *national* medium with the speed and convenience of a daily. And that's what it is . . . the *only* national business daily.

Another advantage The Journal offers is its unique four-edition coverage. Here's regional flexibility that really counts. You can test copy, list your sales offices region by region and isolate and cover any one, more or all four of the country's four major marketing areas.

The Journal has planted the grain and cultivated the field. To reap a harvest of results, advertise in the medium for men who keep growing . . . The Wall Street Journal.

## **THE WALL STREET JOURNAL**

Published at  
NEW YORK & WASHINGTON, D. C.  
44 Broad St. 1015—14th St., N.W.  
CHICAGO—711 W. Monroe St.  
DALLAS—911 Young St.  
SAN FRANCISCO—1540 Market St.

If you sell the metalworking industry . .



. . . serving America's tremendous and ever-growing metalworking and metal producing industry. The only metalworking publication which gives readers news the week it happens. It keeps key metalworking executives constantly informed on industry developments, engineering and production trends, markets and prices. Its editorial appeal is horizontal—of interest to administrative, engineering, production and purchasing executives. It offers readers more than 3600 pages of metalworking news and features each year, painstakingly gathered, evaluated and presented by specialists in 16 major news areas and by a staff of 20 full-time, top-flight editors. With a market-gearred circulation that is now more than 50,000, it covers 21,817 of the metalworking plants having 20 or more plant production workers—those with 97% of the buying power. It blankets every important segment of the metalworking industry, with balanced coverage of key buying and specifying executives.



The Iron Age is published by Chilton—a company with the resources and experience to make each of 16 trade and industrial publications outstanding. In keeping with policy, the staff of The Iron Age devotes full time to the publication, striving for editorial excellence and quality circulation, earning the confidence of readers and advertisers alike.



... you can sell best in The **IRON AGE**



# Chilton

COMPANY

*Chestnut and 56th Streets • Philadelphia 39, Pennsylvania*

**Publisher of:** Department Store Economist • The Iron Age • Hardware Age • The Spectator • Automotive Industries • Boot and Shoe Recorder  
Commercial Car Journal • Butane-Propane News • Electronic Industries • Jewelers' Circular-Keystone • Motor Age • Gas • Hardware World  
Optical Journal & Review of Optometry • Distribution Age • Aircraft and Missiles Manufacturing • Business, Technical and Educational Books





## Flip Charts Boost Sales If Designed, Used Right

Here's how Koppers Co. uses a "library" technique to create tailor-made chart presentations that produce sales.

**By WILLIAM P. RAINES**  
*Advertising & Promotion Manager*  
*Plastics Division*  
*Koppers Company, Inc.*

Make them interesting, individualized, an aid to, but not a substitute for, the salesman and flip charts will boost sales. This has been the experience of Koppers Plastics Division since adopting the "library" approach to preparing visual presentations.

By enabling the salesman to tailor-make the visual story he thinks will impress a specific account, this new technique has won acceptance with the sales force and tangible results with customers and prospects.

This acceptance contrasts sharply with the skepticism expressed by some of the salesmen last year when the "library" presentation visuals were introduced.

They conceded the merits of visual selling, with its ability to convey ideas faster, clearer and more interestingly than the spoken word alone. But like many other critics of flip charts, they

felt that perhaps the device was too impersonal, might overshadow the salesman, was too "high pressure" or might insult the customer's intelligence.

Were the skeptics right? Are flip charts as likely to irritate as to convince?

Today, these questions have been answered, so far as Koppers Plastics Division is concerned. By both word and action, the sales force has given flip charts a big vote of confidence.

"Demonstration was very well received. Mr. .... thought it gave a good introduction to Koppers in a neat, orderly manner."—reported one salesman after a chart presentation to the new purchasing agent for a sizable plastics account.

"This is definitely a good sales tool. Twice in two days I've had good results with it."—wrote another man

### Looseleaf "Library"

Key to successful, personalized visual presentations by salesmen of Koppers Plastics Division is a "library" of looseleaf charts from which a salesman may choose those which illustrate the points he wants to make with a specific account.

These printed charts cover every part of the Koppers sales story on plastics and chemicals—the products, their properties and advantages; technical service; research facilities; company background in the plastics business; advertising and promotion aids; case histories, etc.

who, a few weeks earlier, had looked askance at the thought of using a flip chart in his selling.

As documented on a subsequent page, sales results have ranged from creating interest where none had existed before, to actually doubling the volume of sales to an account.

Significantly, not a single instance has been reported where the use of the Koppers flip charts created any ill will or even a negative reaction on the part of a customer.

Why have these flip charts "sold" themselves to skeptical salesmen and proved their worth in the customer's office?

Because every presentation has been prepared by the salesman to fit the individual account to which it was given. No "canned" spiels these. Each presentation has dealt only with products, facilities and services which, in the salesman's judgment, fit specific needs and problems of that particular customer or prospect.

Photographs are stressed and printed words kept to a minimum. In no case is a "narrative" printed on the charts—only headlines and key phrases. It is thus virtually impossible for the salesman to read the charts verbatim and risk boring or insulting the viewer.

Provision is made on many of the pages for personalizing the presentation by pasting on or imprinting the name or logo of the customer, inserting appropriate photographs, ad reprints and literature. Other ways of individualizing the flip charts include summarizing the sales story by writing key phrases on a blank chart while

the customer watches, or calculating specific savings that a new product might offer.

These charts are stocked right in the field in an oversize file cabinet "library" in each district office. A salesman can plan his call, select the charts he wants to use, individualize them, assemble his presentation and rehearse it—all in a matter of a few hours.

Before this "do-it-yourself" system was developed, flip charts were originated in the home office and were a time-consuming, costly and, hence, little-used device.

### Cheaper and Better

To make up a presentation at headquarters for one-time use on a single account might cost as much as \$1,000 in artists' fees, not to mention staff creative time. Even then, the flip chart would not necessarily reflect the salesman's judgment as to the best way to tell the story or the best points to cover. Worst of all, the days or weeks required to have it made up by busy Pittsburgh staff people and get it out to the salesman often killed the timeliness of the whole thing.

Now, with all of the materials for a professional-looking, yet personalized, visual presentation available right in the district office, and with the savings made possible by paying only once for the artwork and printing costs of literally hundreds of individual presentations, the flip chart has become an economical, effective selling tool.

The flip chart libraries were introduced in 1957 in two-day orientation and practice sessions in each district office. It was made clear to all of the salesmen that this sales tool is not intended for use in every call but only when there is a specific reason for wanting a visual presentation. The reason might be a new purchasing agent, a new account, a new product or service, a contract closing or just a need to summarize the points made in previous informal calls.

In a series of seminar discussions at the Division's annual sales meeting in October, salesmen who had used the flip charts reported on reactions and results obtained.

In every case, the results were favorable, ranging from expressions of appreciation for the interest the salesman had shown in the account, to actual orders, contracts and requests for test samples. This was all the more gratifying because most of the presentations had been given to accounts where Koppers had lost business or had failed previously to make much headway. (see next page)

## Five Steps to Making Flip Charts That Sell

Walter E. Wright, Marketing Department, Plastics Division, demonstrates the five simple steps that Koppers salesmen follow in using their "Flip Chart Library" to tailor-make presentations.

**1. Plan the call.** Decide what points to cover in a call on a specific account.



**2. Select the charts** that illustrate these points, using a reference binder which contains one sample of each of the more than 100 different charts stocked in every Plastics Division district sales office.



**3. List code numbers.** Each chart is numbered so that a secretary quickly can secure the charts for the presentation from the "library" stock.



**4. Individualize charts.** Write in names and up-to-date data, insert ad reprints, etc. to tailor the presentation to the intended recipient.



**5. Assemble presentation** using a standard desk-top looseleaf binder provided for this purpose.



An unexpected result of these flip chart presentations has been the interest shown by many of the recipients in the promotional technique itself. Contrary to the common belief that flip charts are "old hat" and trite, Koppers men found that many of their customers had never seen this sales tool before.

"Much more forceful than just talking, as on a normal call . . . the

flip chart shows Koppers in a more advantageous light"—the director of purchases for a billion-dollar corporation told a Koppers salesman.

One of the customers to whom a flip chart presentation was given was so excited about it that he insisted that the Koppers man stay in town until his partner returned that evening and then give the same story to the latter, at home in his living room!

## Visuals Vindicated

Do flip charts really get results in industrial selling? Here's what Koppers chemicals and plastics salesmen have said in their call reports, after using tailor-made visual presentations:

● "Outcome — have gained back 50% of the business lost to (competitor)."

● "The end result was that Mr. \_\_\_\_\_ had real interest. He gave immediate attention to a sample and complete results should be available very soon. Assuming them to be favorable, drum lots and eventually tank truck business will be enjoyed by Koppers."

● "I feel the visual was very successful in that it created an opening where none existed before."

● "As far as \_\_\_\_\_ is concerned, Koppers is no longer just a word, but is a name associated with polyethylene and high density polyethylene development and production."

● "Net result — business has doubled and should increase still further."

● "This presentation was well-received by \_\_\_\_\_. His immediate reaction was that he thought it gave a thorough and complete picture of the values that we can offer him. Results? During 1956, we had a gross sale of 7,000 lbs. of material. Koppers position looks much brighter. We should be able to move at least 300,000 lbs. of material in 1958."

● "Commented favorably. Asked for sample and are now experimenting."

● "After the presentation, they requested samples for trial in their work. Mr. \_\_\_\_\_ complimented us on the way we presented our material and went so far as to say that he wasn't sure what they were using in production now, but if it wasn't Koppers, he would certainly find out why not!"

● "Gave Mr. \_\_\_\_\_ a flip chart presentation stressing the research, sales promotion and other aids which we have been giving him, suggesting that he buy some material from Koppers as an investment in his future growth. Presentation was effective to the point that Mr. \_\_\_\_\_ showed us a new item — samples will be submitted for this product."

Several accounts asked to keep the flip charts to show to their own salespeople. Because each presentation was individually prepared from stock for one specific call, the Koppers salesmen were happy to comply.

A welcome by-product of this promotional tool has been the respect won by the salesmen from many customers and prospects. Time after time, the Koppers representative has been complimented on the orderly and thorough way in which he has presented his sales story and on the interest in the customer which the flip chart evidenced.

One customer told the salesman that since Koppers thought enough of him to make up this presentation and give him the information wanted, his thoughts would be on Koppers when it came time to write orders.

Far from overshadowing the salesman, a well-done, individualized, well-presented flip chart will build up his stature in the eyes of the listener as a man who knows his product and his company, is interested in helping meet the specific needs of his customer, and can present his sales story in an interesting, concise and convincing manner. ♦

### "Dive Into The Woods"

I want to read you a quote about my business: "The trade of advertising is now so near perfection that it is not easy to propose any improvement." That was written by Dr. Samuel Johnson in 1759.

No one has said that about advertising since, and I presume that no one has said it about installment credit ever. Both of us are still somewhat adolescent in the business world.

I propose that we aim to grow up together, and that we take as our theme a statement made by Alexander Graham Bell:

"Don't keep forever on the public road, going only where others have gone. Leave the beaten path occasionally and dive into the woods. You will be certain to find something you have never seen before. It will be a little thing but do not ignore it. Follow it up, explore around it, one discovery will lead to another and before you know it, you will have something really worth thinking about."

Charles H. Brower, President,  
BBDO  
Before Installment Credit  
Conference of The American  
Bankers Association





## “Advertising never sold me anything!”

We've all heard that one before. Often.  
But it's not true.

Fact is, whether we know it or not—or admit it or not—advertising has sold something to every one of us.

And that's all to the good.

In the first place, a basic function of advertising is to *inform*. To convey news. News about products. What they are. Where to get them. How much they cost. Through this function alone, advertising sells great quantities of goods.

Secondly—even people like the little lady above, who make a conscious effort to reject advertising, are made to *want* the things advertised. Sooner or later, that leads to a sale.

Finally, there is a third and much broader way in which advertising sells us things. It creates so much demand that mass production is possible; hence, more goods

are sold to more people for less money. Yes, it's all to the good, because it makes the wheels go 'round. Advertising makes possible the high-speed distribution that is the key to our economic system. With-

out it, capitalism as we know it would be impossible.

So, Madam, think what you will. Meanwhile, you can keep enjoying the things made available because of advertising's vast contribution to our economic and social system.

And *say* what you will, Madam. It's a free country! And that freedom, too, is part of the great tradition of which advertising is a very real part.

☆

Advertising is our business, and we take pride in it. As one of America's ten largest agencies, we are grateful to play a part, along with our clients, in the dynamic growth of the world's economy.

**BENTON & BOWLES, INC.**  
666 Fifth Avenue, New York

*Advertising and Marketing counsel to leaders  
in American business*

### ADVERTISING AS A SOCIAL FORCE

*“Advertising nourishes the consuming power of men. It creates wants for a better standard of living. It sets up before a man the goal of a better home, better clothing, better food for himself and his family. It spurs individual exertion and greater production. . . . The business of advertising has a big part to play in the future of the world.”*

*—from a speech by Sir Winston Churchill,  
delivered before the Advertising Club of London, 1924*

The 23 clients of Benton & Bowles, in order of our length of service to them: General Foods Corp. • Procter & Gamble Co. • Pepperell Manufacturing Company • Association of American Railroads • American Express Co. • Avco Manufacturing Corp. • Norwich Pharmacal Co. • Carling Brewing Co., Inc. • Philip Morris, Inc. • Mutual Of New York • Continental Oil Co. • H. C. Moores Co. • Railway Express Agency, Inc. • International Business Machines Corp. • S. C. Johnson & Son, Inc. • Florida Citrus Commission • General Aniline & Film Corp. • Western Union Telegraph Co., Inc. • Borden Company • Kentile, Inc. • Schick Incorporated • Allied Chemical Corp. • The Eversharp Pen Co.



## Packaging showmanship

**show it in  
STYRON  
and sell it!**

Still sending your product to market in old-fashioned cover-up packages? Then it's time to give it the fresh visual appeal today's merchandising demands . . . in sparkling, clear plastic containers made of Styron®.

Here is rigid packaging that has not only increased sales but *sustained* those increases for hundreds of products. Styron plastic containers back up their visual appeal with complete product protection.

Let Dow Packaging Service help you choose from hundreds of shapes and sizes . . . opaque, crystal clear or in eye-catching colors . . . imprinted or ready for your label. Or we'll help you meet your specific needs. Write today.

The Dow Chemical Company does not fabricate finished packages but rather is a supplier of raw material to leading manufacturers.

*FROM AMERICA'S FIRST FAMILY OF PACKAGING MATERIALS . . .*





Get the facts for a clear

# Market Picture

This is no time to rely on an outdated, fuzzy picture of your market situation! When your merchandising decisions are in the making . . . get *today's* facts quickly, completely, economically from *Western Union Survey Service*.

Get on-the-spot information for your analysis on anything from circulation verification to consumer attitudes and buying habits. Simply provide Western Union with your questions, sample to be surveyed, where and when. Experienced interviewers in 1671 offices, coast-to-coast, *get you the answers* . . . nationally or regionally.

Get full information without cost or obligation—*fast!*

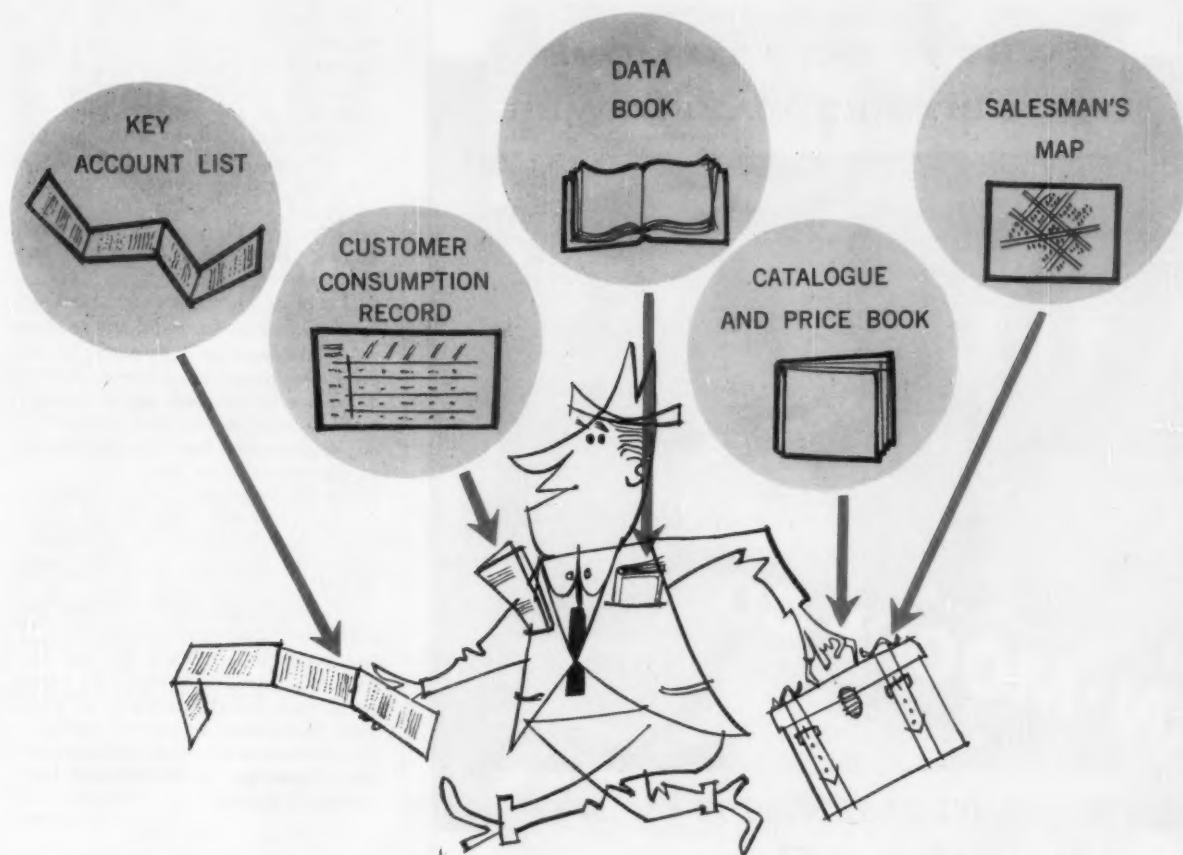
## WIRE COLLECT:

Western Union Special Services Division  
60 Hudson Street, New York, New York



## SURVEY SERVICE

*Put trained personnel in 1671 Western Union offices to work for you!*



## The Salesmen's Five Major Working Tools

They are designed to make the salesmen more helpful. But Air Reduction does not regard them as substitutes for the character of its 250 salesmen, or the value of the product.

These are the five major working tools in the hands of 250 direct sales representatives for Air Reduction Sales Co., and this is how we use them.

### Key account list

Our list is maintained on a card we call Form 310. I'm sure that most sales organizations make use of its equivalent, differing only in the details of products sold, market range, and other pertinent information. This card is constantly revised by the salesman and reviewed by management with the salesman.

The card is printed on both sides. There is one for every account in the territory buying over \$6,000 per year of the products we sell. On

page one it shows quantity and dollars in 14 product classifications sold by us during the previous year, also estimates of competitive products sold to this customer. We use this card times without number, feeling always that it serves us in the same way that a roadmap serves a motorist.

From the information provided, it is possible for the salesman to determine both his product strength and his product weaknesses with the customer. Thus he can see at what point he needs additional facts to help him

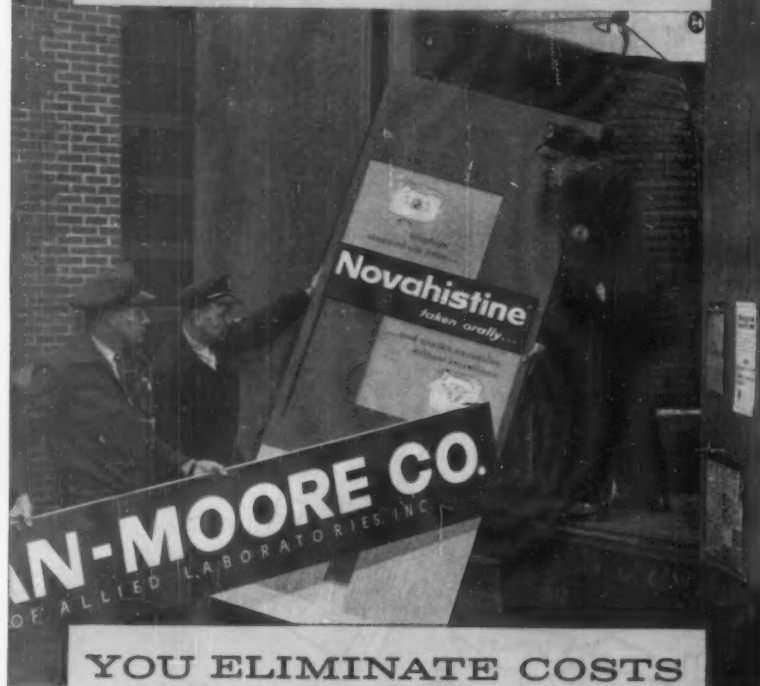
present his case. These facts guide him in improving his relations and increasing his sales volume with the account—and lead to more effective use of his time and effort.

If this first page of our 310 card is studied properly prior to making a call or planning a day's work, the salesman will know exactly what he's going after before he makes his call. He can see, for instance, on a specific card, that we are getting equipment business, some gas business, but none of the electrode business or the major gas business, indicating an obvious course of action.

On page two of the 310 card we list the key customer's men with their titles. We also provide space for our salesman's own rating of his relationship with each individual. He indi-

**By H. F. HENRIQUES**  
**Vice-President,**  
**Marketing Services,**  
**Air Reduction Sales Co.**

## WHY IT PAYS TO MOVE EXHIBITS BY MAYFLOWER



## YOU ELIMINATE COSTS THESE 6 WAYS

Before giving yourself a hasty answer to this question, "Would it pay to move my exhibits by van?" . . . consider its obvious advantages, plus the way it eliminates these hidden and extra expenses you are paying now.

- 1 Minimizes need for costly building and repairing of display shipping cases.
- 2 Eliminates damage to displays—and expensive (perhaps impossible) repairs at the show.
- 3 Often eliminates extra cartage, handling and storage costs.
- 4 Reduces costly setup and repacking time where high-priced, extra show help is required.
- 5 Eliminates cost of rental furnishings, since you can ship your own.
- 6 Eliminates expensive extra days of work and extra travel involved in shows—lets you spend more productive time in your office.

Call your local Mayflower agent for a copy of "17 Reasons Why" to help plan your exhibit moving—yours without obligation.

AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS, INDIANA



cates how often he thinks he should see each of these men and has a place to record his contacts during a fiscal year. In addition, information on page two at the top right-hand side provides the salesman with a record of sales calls made during the previous year, and by whom, on the customer. This tells him the amount of attention the customer has been getting from sales, technical and management.

There is also space on this page for the salesman to record any reciprocal relations as well as potential applications for our products. And there is a place to note any special connection or relationship that anyone in our organization has with individuals in the customer company. We try to create an awareness in our salesmen of the important influence of other people, both in and out of the organization, in furthering their sales efforts.

Principal customers of a key account are also important to list. If our products are used by the key account's customers, this can serve as the basis for the exchange of technical and otherwise helpful information and reference, all of which makes for increasingly profitable and harmonious relations.

### Customer Consumption Report

The tab center report of sales or Customer Consumption Report supplements our 310 card and is issued monthly to every salesman. This report shows the sales to the salesman's key accounts and other types of accounts unique to Air Reduction.

In connection with the key accounts, this record details the current position with the customer on sales in terms of specific products in quantity and dollars. These products are coded, and each salesman has the complete code. He gets this report on the 20th day of the month following the sales date. These figures bring the sales figures on the 310 up-to-date.

I remember the days before mechanical accounting methods were in use—when pencil work and burning the midnight oil were, for most salesmen, the only way to arrive at anything remotely resembling the up-to-date and complete sales figures which today are promptly and accurately compiled for him to make him more effective on his job. I marvel at the modern methods.

If, in planning a day's work or specific call, the salesman consults both of these forms—the 310 and the tab center report—he has an accurate and full picture of what to strive for on his call.



More specifically, he is in a position to give the customer detailed, up-to-date information on what and how much his company is buying from us. Our experience has been that the buyer appreciates the information our salesman possesses about his account. Favorably impressed, he becomes more cooperative and is inclined to open up—to discuss his future needs, even tell what competition is selling to him. Our salesman is then in a preferred position with his customer. The informed, intelligent approach means efficient use of time, both the salesman's and the customer's, resulting in a better relationship and consequently more sales.

#### Data Book

It is another important sales tool. It is a fundamental need where technical products are involved. The only unique thing about this is that several years ago we switched from the small, conventional engineering data book size to a more legible, though bulkier, 8 by 10 inch book.

#### Catalog and Price Book

We combined the catalog of our products and the catalog of prices to avoid the necessity of two books and the consequent fumbling in the presence of the buyer.

#### Salesman's Map

It gives a simple geographical description by counties of each salesman's territory.

In addition to the five basic sales tools, Air Reduction provides its salesmen with:

1. information on significant industrial trends—this goes a long way toward helping a salesman concentrate his time and energy on profitable and flourishing projects—and avoid dead-end or dying areas of industrial activity;

2. advertising and sales literature—both precede the salesmen's call and follow it; catalogs and mailing pieces presell and postsell.

Underlying the effectiveness of any sales tool or aid is, of course, the quality and character of the salesman, and behind him must be the quality of the product. The sharpest sales tools can be dulled by ineptitude or made sharper by skilled application. And the most skillful application of sales techniques can be rendered ultimately useless if the quality of the product does not back up the quality of the salesman. ♦

## ...when sales were their problem, they called on ACB

One of the real giants in the brand-name field had been a "holdout" on using ACB Newspaper Research Services.

But late in 1957 they began ACB Reports on one of their products. Since then they have started taking Reports on several others.

"Why was it," we recently asked them, "that you people didn't start using ACB years ago?"

"Very simple," they replied. "Up until last fall, it was production and not sales that was our problem . . . Now that sales *are* our problem, we need these ACB Services."

If the need for more sales is your problem, take a look at the help ACB Newspaper Research Services can give to your salesmen in the field—and your entire marketing team as well.

For further information, contact the ACB Office nearest you.



## The Advertising Checking Bureau, Inc.

New York (16) 79 Madison Ave. • Chicago (3) 18 S. Michigan Ave.  
Columbus (15) 20 South Third St. • Memphis (3) 161 Jefferson Ave. • San Francisco (5) 51 First St.

ACB NEWSPAPER RESEARCH SERVICES help increase sales in many ways, including the following: **Salesmen** get a day-by-day picture of daily newspaper promotion in their territory, their own dealers and competitive; **Sales Managers** have closer field supervision . . . keep aware of changing dealer attitudes . . . follow advertised prices; **Advertising Managers** use ACB Services to measure advertising at local levels . . . follow competitive national releases . . . see competitive copy tests, deals, premiums, etc. . . . pace cooperative budget expenditures . . . etc., etc. These services are sold on a national basis—or any fraction thereof. No premium charged for short-term orders. Contact your nearest ACB Office for full details, or if you prefer, write for a copy of ACB's 48-page Research Service Catalog which will be gladly sent on request.





## **Do you know what your prospects “know” about your product?**

*What they think they know is more important  
than what you know about your product.*

If all your prospects knew as much as you do about your product, selling would be a snap.

But they have their own ideas about it, and right or wrong, what they “know” becomes pretty important to you when they come into the market and have to decide whether to buy from you or from one of your competitors.

One of the accepted functions of good industrial advertising is to give prospects a better understanding of a product — your product, its features and its benefits.

The first step in building this kind of advertising is to find out, from prospects themselves, what they “know” (that is, what they think they know) about your product.

That’s where we come in. Our trained investigators are prepared to talk to your business prospects in the field, to listen carefully as they talk freely about your products and those of your competitors. These investigators don’t argue; they don’t sell; they just ask questions and listen, and they find out what your prospects think...and why they think it.

Then we can prepare advertising to correct misconceptions — to help more of your prospects get to *know* what you *know* about your products.

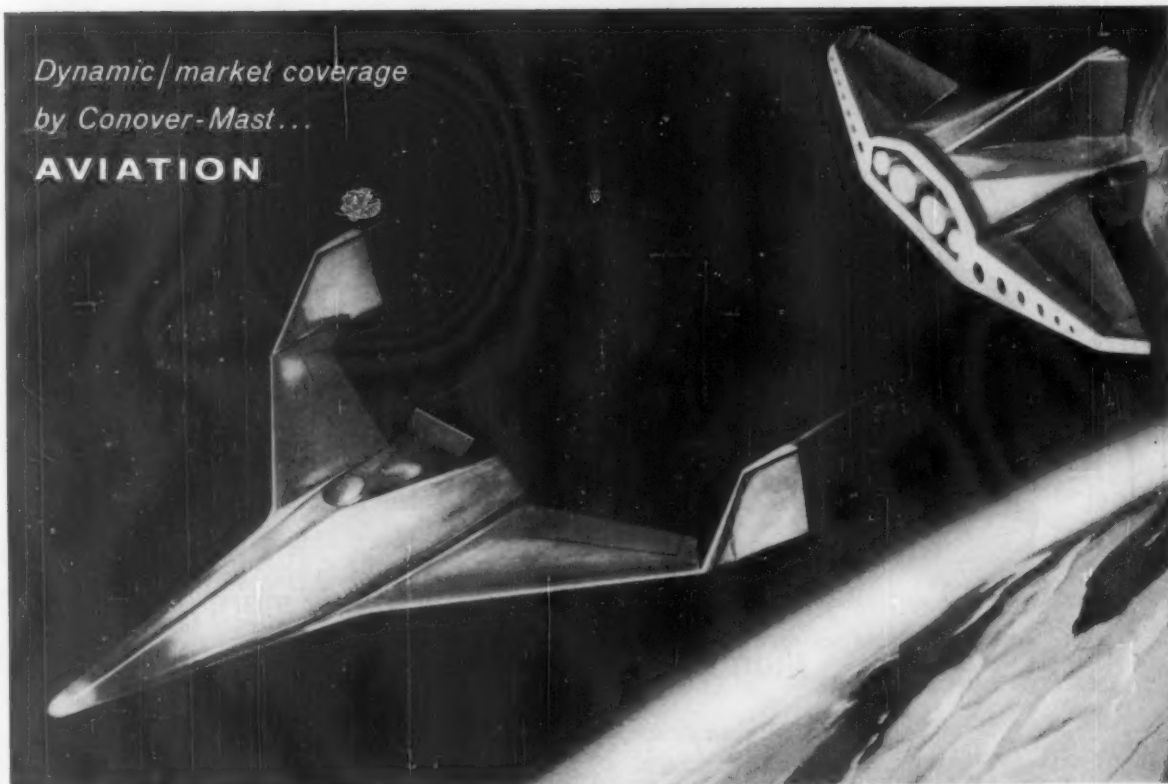
**THE SCHUYLER HOPPER COMPANY**  
12 East 41st Street, New York 17, N. Y.

*“Customer research” is a tool of our main business, which is to create advertisements, sales aids, handbooks and other literature that help our clients sell by helping their prospects buy.*



Dynamic / market coverage  
by Conover-Mast...

## AVIATION



Two-section personnel rocket depicted in flight from earth into orbit.  
courtesy Convair



## How to reach the men who design, develop, produce— aircraft, missiles, spacecraft

Missiles, spacecraft, high-performance military aircraft and modern transports are all products of one industry—AVIATION. Big, sprawling plants—a lot of people working in them—a multi-billion dollar market concentrated among a few hundred major units. The problem this posed, and its solution are explained in the adjacent column. Both are of great importance to aviation marketers.



### Aviation Age

Published monthly for technical management men who design, engineer and build—Aircraft—Missiles—Spacecraft.



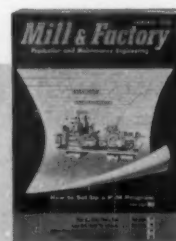
### Business/Commercial Aviation

Published monthly for the men who manage, operate and maintain business and commercial aircraft.



### Construction Equipment

Published monthly for buyers of equipment and materials in the widespread construction market: contracting, government, industrial.



### Mill & Factory

For production and maintenance engineering men—responsible for the methods, equipment and supplies used throughout industry. Published monthly.

**Problem:** Identify and cover the important buying influences within these units and their military counterparts, men with management authority but technical job functions, the *only* men technically qualified to evaluate, recommend and specify the materials, components, equipment used in today's and tomorrow's aircraft, missiles, spacecraft.

You won't find these technical specialists listed in directories; it's practically impossible for a subscription canvasser to reach them.

**Solution:** Personal contact with on-the-spot personnel who pinpoint these men and take the time to do so because they *know AVIATION AGE fills vital information needs.*

In studying these needs you find that whether aviation's technical management men are concerned with aircraft, missiles or spacecraft, their problems overlap technological areas in all three. And as these projects grow more complex, their greatest need is for better communications—above all an industry-wide technical medium to keep them abreast of technical developments in their own specialized fields and informed on related technical areas affecting their individual project responsibilities.

Sure, there are other publications serving the aviation industry. Some carry general *news*, others concentrate on a single segment of the field. But there is only *one industry-wide technical information service*, with the largest circulation among the engineers, scientists, technical management men responsible for the design development, production of aircraft, missiles, spacecraft—AVIATION AGE.

Results for advertisers? AVIATION AGE is the industry's most inquiry-productive magazine. That it gets results is borne out by the 2956 pages of display advertising which ran in 1957, making AVIATION AGE one of the top ten monthly publications in advertiser acceptance . . . industrial or consumer . . . published in the United States.

For further information contact AVIATION AGE, 205 East 42nd Street, New York 17, New York.

## What is dynamic market coverage?

■ Building a magazine for the buyers in a market and focusing so sharply on their interests that nobody but buyers would read it . . .

■ Discovering the best method of getting the magazine to the most important buyers, and to nobody else . . .

■ Forever checking with readers to make sure the magazine serves their needs, that they read it regularly . . .

■ Being perpetually dissatisfied with every known publishing method and technique—including our own.

### Take readership, for example

At Conover-Mast we don't guess about readership. We find out. Six magazines use some form of controlled circulation. At regular intervals the readers must answer *Certification* questionnaires asking:

1. Is your name, title and address correct?
2. Are you reading (the magazine) and finding it useful?
3. Do you wish to continue receiving it?

Direct questions. No sales talk. The reader must answer "yes" to questions 2 and 3, or he's replaced at once. All returns are audited and ready for you to inspect.

*Certification* costs \$65,000 a year. Why do we do it when most other publishers don't go beyond verifying addresses? Simply this: to assure advertisers they'll get *active readership* as well as hand-picked circulation . . . when they schedule Conover-Mast magazines.

## DynamiC/Market coverage

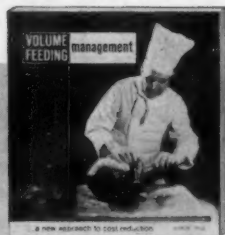
# Conover-Mast PUBLICATIONS NBP DPA

205 EAST 42nd STREET, NEW YORK 17, N. Y.



### Purchasing

The methods and news magazine for industrial buyers—published bi-weekly—giving purchasing agents information on modern buying techniques, news, and significant market trends.



### Volume Feeding Management

Published monthly for volume feeding specialists in restaurants, hotels, schools and colleges, clubs, hospitals, employee feeding facilities, etc.



### Aviation Age—Research and Development Technical Handbook

Published annually as technical reference and buying guide for engineers and other technical management men responsible for systems engineering of Aircraft—Missiles—Spacecraft.



### Conover-Mast Purchasing Directory

For purchasing and plant engineering executives who need quick, accurate and complete information on sources of industrial products. Total annual circulation is 27,000 copies.

# Tools For Confidence Building

They're called "seals of approval," and they signify that some organization qualifying as an authority has tested a product and found it matching a carefully-drawn value standard. Consumers know and trust them.

Third-party endorsements, usually in the form of a Seal of Approval or other distinctive symbol, are used to sell everything from baby food to house trailers. You see them on tags, labels, packages, nameplates, displays, in publication advertising, on trucks.





*McCall's Magazine* is the latest entrant among publications issuing such endorsements, with its Use-Tested Tag program—which has a different approach from that of long-time seal givers, *Good Housekeeping* and *Parents'*.

Seals are highly promotable, both by givers and receivers. The issuing organizations publicize and advertise them, furnish point-of-sale tie-in materials to users, sponsor special "weeks," in which retailers and seal-using manufacturers participate. R. H. Macy recently used a full-page newspaper advertisement to tell of its "O.K." seal, based on its Bureau of Standard tests.

Some merchandising campaigns have been built around a seal. Philip Morris featured U. S. Testing Co. seal and findings in its recent "Hi-Fi" Parliament advertising program, "heaviest introductory campaign ever undertaken by the company for any of its brands." Seals and similar endorsements are most widely used on tags: "There are often two or three on a single tag," according to Herbert Rothchild of Rothchild Printing Co., which produced over 20 million seal-bearing tags last year.

Here in chart form is information on the "Who, What and How" of third-party endorsements by *Good Housekeeping*, *Parents'* and *McCall's*; R. H. Macy (Bureau of Standards); U. S. Testing Co., Inc.; Underwriters Laboratories; and American Institute of Laundering.

## Seven Seal Sponsors:

WHO GIVES	WHAT	WHO GETS IT
<b>GOOD HOUSEKEEPING</b> New York, N. Y. 	Oval emblem bearing words, "Guaranteed by Good Housekeeping—Replacement or Refund of Money If Not as Advertised Therein."	Advertisers whose products have been tested by GOOD HOUSEKEEPING and found satisfactory.
<b>PARENTS' MAGAZINE</b> New York, N. Y. 	Circular Commendation Seal with wording, "COMMENDED By the Consumer Service Bureau of PARENTS' Magazine As Advertised Therein."	Advertisers whose products have been tested by the United States Testing Co. (which maintains a special department for its work for PARENTS'). PARENTS' also submits products for testing by Consumer Panel of homes with growing children and study by experts (consultants).
<b>McCALL'S MAGAZINE</b> New York, N. Y. 	Distinctive tag bearing words, "USE-TESTED by McCALL'S." Various versions, but all incorporate this design. Most tags follow formula: telling how tested, "What (we liked)," "Features we especially like." Sign-off line: "We used it and we like it."	Advertisers whose products have been tested and meet standards. Most testing is done by publication's own staff. Program still under three years old, but covers about 40 categories, having begun with household appliances. In clothing field, only work clothes covered thus far.
<b>UNITED STATES TESTING CO.</b> Hoboken, N. J. (and branches in 9 cities). Charges fees. 	Circular seal with "busy" design: map of U. S. with testing instruments superimposed over it and words "Science and Industry" on streamers above and below the map. On concentric circles surrounding map are company name and words, "Certified Merchandise. Seal of Quality."	Companies wishing information on product performance. Many use the seal in advertising. Services include: product certification, packaging and shipping container testing, calibration of instruments and apparatus, inspection and grading. Does work for publications. See information given above on 'PARENTS'.



## Who They Are, How They Operate

HOW USED	CONDITIONS AND RESTRICTIONS	HOW ISSUING AGENCY PROMOTES
<p>In companies' advertising in GOOD HOUSEKEEPING and other publications, in TV commercials. On tags, labels, packages, display materials. Featured in GOOD HOUSEKEEPING Week promotions inspired by magazine.</p>	<p>Product or service must meet publication's standards. Publication claims it refuses more than a million dollars' worth of advertising a year for products not deemed satisfactory. Restrictions on size and wording of lettering in seal.</p>	<p>Magazine advertises and promotes seal; supplies promotional material to seal users; stages cooperative promotions, such as GOOD HOUSEKEEPING Week.</p>
<p>In companies' advertising in PARENTS' and sometimes other publications, in TV commercials. On tags, labels, packages, display materials. Featured in PARENTS' Commended Products Weeks.</p>	<p>Product or service must meet publication's standards and is subject to periodic tests, with merchandise bought on open market. Seal can be reproduced only in standard approved design.</p>	<p>PARENTS' promotes and publicizes seal; helps users capitalize on it; furnishes point-of-sale tie-in materials; inspires and assists in store-wide PARENTS' promotions and weeks.</p>
<p>In companies' advertising in McCALL's, in displays, on tags.</p>	<p>McCALL's wants as participants only firms with products whose sales can be "materially" helped by the Use-Tested Tag. (This rules out most fashion items, products not subject to wear and tear.) Product must be one that can be tested "without excessive costs," and on which a satisfactory informative tag can be written. Advertiser must do a creditable job in supporting tag through advertising (in McCALL's).</p>	<p>Publication has inspired city-wide Use-Tested Tag promotions, staged jointly by manufacturer participants, together with newspapers and retailers. McCALL's has also advertised its program in business papers and featured it editorially in the magazine.</p>
<p>In companies' advertising — all media. Despite advertisers' payment of fees, their right to U. S. certification is highly prized. They show seal or refer to certification on tags, labels, bands, packages, in advertising. Some firms base campaigns on U. S. seal. U. S. Testing seal and findings were featured prominently in Philip Morris campaign for new "Hi-Fi" Parliament cigarette, "heaviest introductory campaign ever undertaken by the company for any of its brands."</p>	<p>Must meet standards through test results. Some products are tested repeatedly before acceptance. To continue to use seal, manufacturer's product is subject to tests of merchandise bought on open market; factory inspection.</p>	<p>U. S. conducts educational and public relations program, supplies literature, furnishes speakers to describe its services.</p>

# Tools For Confidence Building

(continued)

WHO GIVES	WHAT	WHO GETS IT
<b>UNDERWRITERS' LABORATORIES</b> Sponsored by National Board of Fire Underwriters. Non-profit organization but charges fees. 	Circular seal with letters "UL" main motif. Reference to inspection by UL also written on name plates and many types of labels.	Electrical and other equipment and products with potential fire hazards; also accident, automotive and burglary protection equipment.
<b>R. H. MACY</b> 	Statement, "OK Macy's Bureau of Standards," often framed in circle or square.	Standard for Macy's own brands, but testing facilities are also used in deciding whether to buy other merchandise.
<b>AMERICAN INSTITUTE OF LAUNDERING</b> Trade association of 4,000 laundries. 	"Certified Washable Seal" in circle with distinctive lettering design.	Manufacturers of apparel, textiles, whose products are found to be washable after testing by AIL laboratories.

**FOR THE MOST STIMULATING CONVENTION YOU'VE EVER HAD!**



**FLY CUBANA TO HAVANA**



Your men will get more out of a sales meeting or convention in Havana or Varadero. You'll get more out of them. They'll relish the novelty of Havana's "old world-new world" setting, the invigorating climate, the most modern new hotels, the many facilities for work... for sun and fun.

Cubana assigns as many planes as you need for your exclusive use, paints your name on them in big letters, decorates the interiors with your signs, slogans, campaign material. These chartered planes—modern Super G Constellations or Prop-Jet Viscounts—take off from the place you designate, fly swiftly and pleasantly to your chosen destination. Arrangements can be made for exciting refreshments and delicious meals aloft.



Further, Cubana helps you plan all activities—business or pleasure—makes suggestions for accommodations, tours, night club and casino visits. Cubana prepares pre-convention literature and sends it direct to salesmen to keep them on their toes and "rarin' to go." Best of all... for an overseas convention, the costs are less than you'd expect. It's a package deal that packs a lot of sales incentive.

**FREE!** Send a reservation for the informative, illustrated file folder, "A Brief case for holding your Convention in Cuba." It's crammed with ideas for planning the best convention you've ever had.

Write Dept. MC



**CUBANA AIRLINES**

Executive Offices: 625 Madison Ave., New York 22, N. Y. • PLaza 3-0516

HOW USED	CONDITIONS AND RESTRICTIONS	HOW ISSUING AGENCY PROMOTES
On nameplates, tags, labels, bands, packages. Often applied only to one part of assembled product, such as electric cord.	Initial tests. If advertiser wishes continued use of UL mention, products are subject to repeated checks of merchandise bought by UL on open market.	UL does not promote, in usual sense of word, but has informative booklet, "Testing for Safety," which describes service.
On labels, tags, packages, displays; references in advertising.	Applied to products after testing in Bureau's laboratories.	Macy promotes, publicizes, advertises the Bureau. Used full page in <u>The New York Times</u> , Jan. 27, to describe Bureau and its service.
Manufacturers whose products meet standards can put seal on packages, labels, tags, and in their advertising.	Products must pass ALL tests.	ALL publicizes program, considers it a "powerful motivating influence in textile buying." Individual laundries also publicize it and their membership in ALL, through use of seal on trucks and in stores.

## "This is the size we use for the Growing Greensboro Market!"

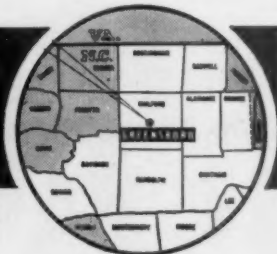


Play your major sales chords where they reach receptive ears—in the Growing Greensboro Market, and it's a mighty grand piano you'll be playing. Our metropolitan market ranks second in the South and fourth in the Nation in per family retail sales. One-sixth of North Carolina's population lives in this prosperous market and accounts for one-fifth of the state's \$4 billion annual retail sales. You'll set a high note sales-wise by using the Greensboro News and Record. Over 100,000 circulation daily—Over 400,000 readers daily.

Only medium with dominant coverage in the Growing Greensboro Market and with selling influence in over half of North Carolina!

*Greensboro  
News and Record*

**GREENSBORO, NORTH CAROLINA**  
Represented by Jann & Kelley, Inc.



Sales Management Figures



# Wherever executive and professional families live... there you'll find TIME

**T**HIS FACT about TIME's audience is clear: it is heavily concentrated in the suburbs. In fact, TIME delivers the greatest concentration of executive and professional families available today—

families that are the country's most courted consumers, most desirable industrial customers, most fertile source of capital, and of personal and corporate good will.

The *location* of a magazine's readers is a factor that is being critically evaluated by marketing men today. A review of magazine circulations in the high income suburbs of eight of the largest cities shows that . . .

**TIME delivers 39% more circulation than Newsweek and U. S. News combined...almost as much circulation as the biggest mass weeklies.**

These copies of TIME are concentrated in the hands of America's best prospects—families with a total annual income of \$27 billion, and liquid assets\* of more than \$85 billion (a figure higher than the total federal budget).

The one best way to reach the *big* concentration of best U.S. prospects, reach them efficiently and economically, is TIME—with 2,250,000 families in all the best places.

\*Includes cash, checking accounts, all types of savings accounts, corporate stocks and bonds, and government bonds.

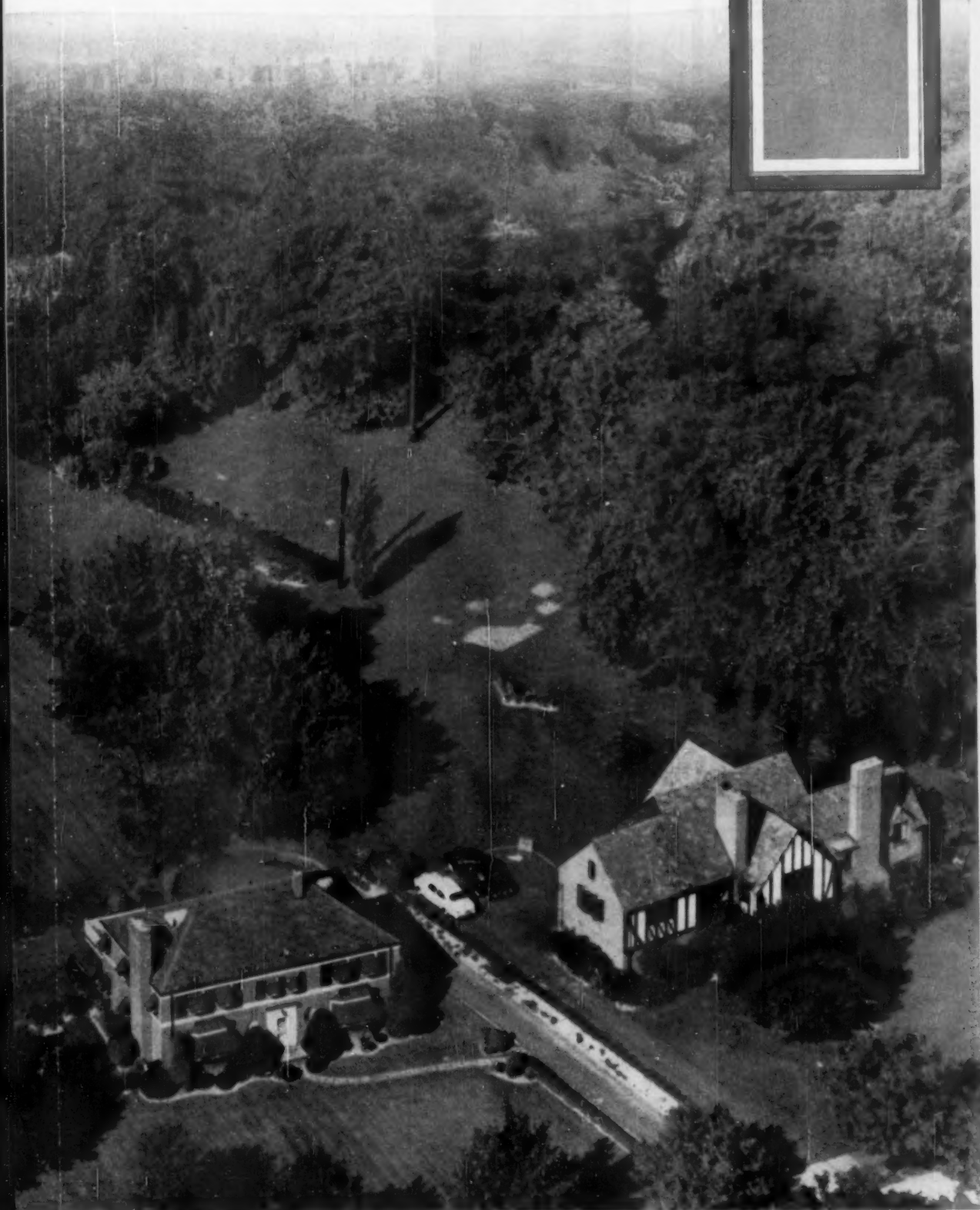
Readers of TIME's International Editions are also concentrated in similar communities, such as: Epsom, London; St. Cloud, Paris; Monte Parioli, Rome; Djurs-holm, Stockholm; Hurlingham, Buenos Aires; Westmount, Montreal; San Angel, Mexico City; Denen Chofu, Tokyo.

## TIME

The Weekly Newsmagazine



BACKGROUND: View of Cleveland's sky line looking southeast over the city.  
FOREGROUND: Shaker Heights looking north over Parkland Drive, east of Lee Road.



**NEW! SALES BOOSTERS**  
THAT  
**MAKE & HOLD BUSINESS**

**AMAZING SPRING COILS**  
AUTOMATICALLY ROLL IN OR OUT

Spring-Tite Book Rack  
FOR Books, Catalogs, Magazines

Spring-Tite, Jr. Pen-Set  
Magically Holds Mail, Memos, Booklets

Spring-Tite, Lighter Pen-Set  
Practical Desk-Set with Pen and Handy Lighter

*All Items Imprintable*  
Win Friends! Outstanding . . . Unusual Christmas and Incentive Merchandise from \$1.00 up.

**WRITE FOR COMPLETE CATALOG**

**BETTER LIVING INDUSTRIES**  
297 CHURCH ST. N. Y. C. 13 N. Y.

## 3000 FULL COLOR POSTCARDS

ONLY **\$99<sup>87</sup>**  
FOR Hawthorne, N.J.

**FULL PRICE—  
NO HIDDEN CHARGES!**

This price is all inclusive. Simply send us your 4 x 5 color transparency for the finest reproduction you can buy! Results absolutely guaranteed—delivery time about 8 weeks. Price includes 50 words standard type printed on back.



- Quotes on longer runs by request
- Samples of work gladly sent

**HALO-COLOR**  
143 King Street • San Francisco 7, Calif.



Claire G. Ely

## Why I Hired

### The 44th Man

By **CLAIRE G. ELY**  
Vice-President in charge of Marketing  
The Maytag Co.



The 44th Man

Recruiting salesmen is a selling job—the most important a manager faces. The difference between putting on a superior man and hiring one just good enough shows up dramatically in your annual sales report.

Recruiting is often exasperating—frequently real hard work. It's tempting to pull up short and take the good-enough man. But going that extra mile pays big dividends.

I learned this lesson back in 1947 and I've never forgotten it. At the time, I turned down 43 men—and went to considerable effort to hire the 44th.

My job then was manager of The Maytag Company's Kansas City Branch. We covered Kansas, Missouri and Oklahoma. When the company added Louisiana and Arkansas to our territory, we needed new men, and good men, to handle these two states. To me, Louisiana and Arkansas were familiar only as names on a map. I hadn't even flown over them.

To find the men we needed, we placed ads. We received 44 replies. Surely we could sift out at least one good man from this group. I set up office in a Little Rock hotel room.

There I talked with 43 of the men. The forty-fourth didn't show up.

Although we needed a man in a hurry, none of the 43 seemed quite right. I wanted to meet Jim, the forty-fourth man. There was something interesting about his application. He had no special training in merchandising; he had graduated in forestry. However, he'd been selling appliances in a hardware store.

I couldn't reach Jim at home—no telephone. I called our Maytag dealer in his town.

"You want to see Jim?" the dealer asked, in surprise. "He's one of my toughest competitors and one of the best men in town. Too bad he's just taken a new job."

The dealer couldn't remember Jim's new company. But he helped me locate Jim's wife. She knew only that her husband was "somewhere in the South." She did give me his company. Through the company I learned that Jim was in Panama City, Fla.

I finally reached him one midnight by telephone. I told him what we wanted. He was sorry.

"I've just taken this new job," he said. "And I'm perfectly happy in it. I sent my application in to you about a month ago and, when I didn't hear anything, I figured the Maytag job had been filled. I'm really happy here and can't consider a change."

I explained that a delay was caused by difficulty of setting up interviews convenient to all applicants.

"I'm sure you're happy in your new job, Jim," I said. "It's a good company. But if you don't see me and talk things over with me, you may be wondering for many years to come whether you didn't miss a chance for something even better."

Jim then agreed to meet me in Kansas City during an upcoming weekend. It was settled. He wouldn't be pressed into accepting anything. He'd get no hard sell. I'd simply tell him about Maytag. In addition, we both agreed, the meeting would give us a chance to judge each other.

That Sunday morning at the airport I nearly missed him. His plane had landed ahead of schedule and he left the waiting room. A clerk spotted him, however. We met and talked



until late afternoon. The longer we talked, the more I liked him. But he made no commitments. He left about sundown, leaving me anything but happy.

I felt sure we needed Jim. I was glad I'd invested so much time in locating him. But he still seemed as far away from Maytag as he was when he didn't show for the interview. I was discouraged.

Monday morning, however, my telephone rang. It was Jim. He had talked it over with his wife. He was going to leave his new job and come with us. And he did.

Did my investment in time pay off over the years? Look at the record:

Jim started out as regional manager for Eastern Arkansas. He organized and served this territory in top flight fashion. He moved on to metropolitan St. Louis.

Today, James W. Sargent, Jr., is president of The Maytag Southwest Co. in Dallas, one of our most important distributorships.

Worthwhile? You bet!

Since then, I've always made sure to take enough time to get the right man. It's hard work. But it pays off big.

Because if I hadn't exhausted every name on that list, Jim would still be the 44th man—the man I didn't meet. ♦

#### So Tell Me Quick and Tell Me True

They tell me you've spent quite  
a big wad of dough

To tell me the things you think  
I should know

How your plant is so big, so fine,  
and so strong

How your founder had whiskers  
half-a-foot long

So—he started the business in  
old '92

How tremendously interesting  
that is to YOU.

But tell me quick and tell me  
true

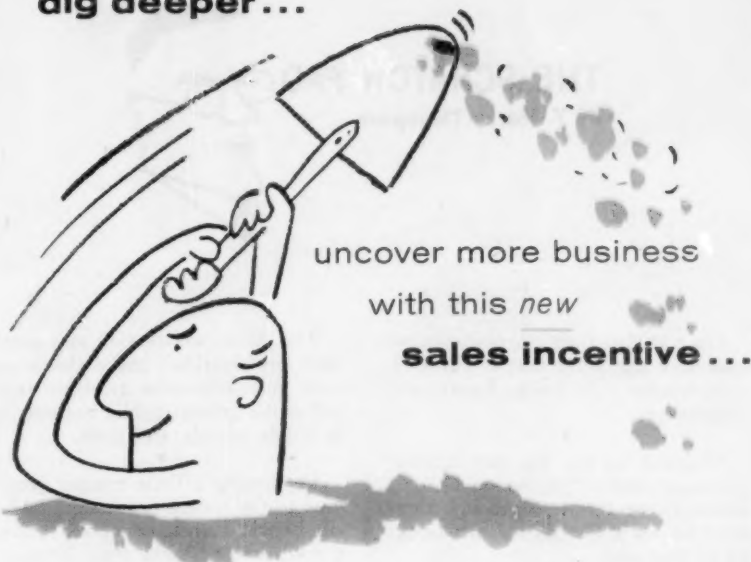
Or else my love—to Hell with  
you

Less how this product came to  
be

More what the damned thing  
does for me!

From a talk by  
Claire G. Ely  
V-P in charge of Marketing  
The Maytag Co.

dig deeper...



uncover more business

with this *new*

**sales incentive...**

...the world's first electric watch

... by **HAMILTON**



TITAN \$95.00\*

Here's a brand new incentive idea that has what it takes to spark extra selling effort by salesmen, distributors, jobbers and dealers.

The Hamilton Electric Watch is the first major change in timekeeping in 477 years. A tiny energy cell powers the watch for a full year or more. Simplified design and construction (no mainspring) mean fewer parts, less care. Dramatic new styling tells everyone that this is the watch of tomorrow, here today. And the Hamilton name represents the finest in awards.

So why take chances on "old hat" sales incentives? Use this exciting *new* award idea. We think the results will please you.

See your Hamilton jeweler or write for details: Presentation Sales, Dept. SM-61, Hamilton Watch Company, Lancaster, Penna.

**HAMILTON**

The Preferred Award Watch

\*Other Electric Watches from \$89.50 to \$200. Patents Pending

## THE SCRATCH PAD

By T. Harry Thompson



On a golden June morning, we can look back and agree that it was an L of a winter . . . Long, Lousy, and Loathsome.

Winners on the big merchandise-giveaway shows "go into orbit" ecstatically every time, as though there were no catch, like say the income-tax on all that loot.

"Constant use will wear out anything. Especially friends."—*Sell* (*The Detroit News*).

By logical reasoning, there must be a hotel in Shanghai called the "Chinese Aster."

Father's Day, coming up on June 15, reminds me of a headline I once wrote for that occasion: "Do it for Dad . . . he would do it for you."

Copywriters At Work Dept.: "Every shaver ever made takes a back seat to this one."—*Norelco*.

Slogan for an upholsterer: "We know our stuff."

I like my Irving League shirts, as Molly Goldberg calls them, except for the button at the back of the collar. I should have a valet, maybe?

The new Kellogg's signature-package is a smart improvement. The script "Kellogg's" is repeated like a wallpaper-motif.

Old-timer: One who can remember wax fruit.

Ayer copy-manager John Pullen painted a masterly word-picture in *The Twentieth Maine* (*Reader's Digest Condensed Books*): "The ground was literally covered with bodies, some moaning and bleeding, others silent, lying in the ridiculous, rag-doll postures of the dead."

My crystal ball is far from infallible, but it looks like a Chevrolet year from where I sit.

The Mrs. wonders if soap-manufacturers shouldn't make the miniature, guest-size cakes available at retail to the general public and not just to hotels, motels, and clubs.

I'm having a little trouble getting used to the revised firm-name: "Mer-rill Lynch, Pierce, Fenner & Smith." I don't know Smiths from Beanes.

A conscience, like a wheel of cheese, can get hard around the edges. Only constant re-examination can keep it free of rind.

Fun With Words Dept.: It's all

right to call a girl a *vision*, but not a *sight*.

Some of those "portable" television sets are as portable as a brick out-house.

Until Mother Goose improves her riming, she'll never get an assignment from Norcross or Hallmark. "He stepped in a *puddle* up to his *middle*" indeed!

In a bright headline, *Time* has updated "swindle-sheet" to "accounts deceivable."

Add similes: "As durable as Edward Everett Horton."

Kudos to Pittsburgh Plate Glass for its color-print of the *S. S. United States*, outward bound at the tip of The Battery.

"The Rain in Spain Stays Mainly in the Plain," carols British Overseas Airways. The *plane*, however, is nice and dry.

## Women At Work

When Isaac Pitman was devising the system of pothooks which he called "shorthand," the woman in business was a bit of a novelty. The first stenographers were male.

Woman's place in the workaday world was confined largely to teaching school, nursing, tending a loom, or being a member of the scrub-team that took over after office-hours.

Latest figures show a third of today's work-force to be on the distaff side. Your reporter is one mere male who says that business and industry are much the better for this evolution.

Woman's patience with details which drive a man nuts is one of her strong points. Just having her around the place keeps us hairy apes dressing better, screening out the short Anglo-Saxon words, trying to act grown-up instead of crying the blues when things go wrong.

Each of you will have his own reasons for welcoming women to the working ranks. Some of us will feel more civilized when all of them everywhere are given equal pay for equal work.

Jokes lampooning women, even women drivers, leave me colder than a walk-up flat. The drivers who have rammed me from the rear have invariably been men.

The "battle of the sexes"? Who needs it?

**COMING -  
JULY 10 -  
ANOTHER  
FORWARD  
STEP TO  
BETTER  
PLANNED  
MARKETING  
MANAGEMENT**





# news

from Sales Management Magazine

345 Fourth Avenue, New York 16, N. Y.

LExington 2-1760

Release date: Immediate

## Sales Management

### Reveals Major "Breakthrough" In Pinpointing Industrial Markets

**New York:** — Soon industrial sales and advertising executives will have at their finger tips the most precise means ever made available to plot and pinpoint industrial markets.

In its July 10 Survey of Industrial Buying Power, *Sales Management* magazine will publish number of plants, output and employment in 1957 for each of more than 450 four-digit S. I. C. classifications. The study, involving market data never before obtainable through either private or governmental sources, will be presented on national through county levels, permitting an accurate and sophisticated method of industrial market evaluation.

In addition to updated plant, employment and gross sales data, the Survey of Industrial Buying Power will show value of products shipped in 1957, how to find industrial customers, how to apply S. I. C. classifications for media and market selection. There will be other original figure estimates prepared by *Sales Management's* Market Statistics, Inc., division under the direction of Dr. Jay M. Gould, and by Economic Consultant Peter B. B. Andrews and other nationally known marketing, agency and media executives.

Anticipating the unique service *Sales Management* will provide in its July 10 edition, the Research Institute of America has alerted management executives to its contents, and the N. I. A. A. will distribute copies to 4,300 members. July 10 space reservations indicate that the advertising pages will have for the user the same functional value as the editorial pages. Media and service organizations of interest to industrial sales and advertising executives are urged to contact *Sales Management* at once for further information.



## Edwards' Seven-Part Kit Makes Distributors Sell Better

- By mechanizing field salesmen's paper work
- By giving salesmen more time for actual selling
- By training salesmen to train others
- By helping salesmen crack hard-to-sell markets

Manufacturers with strong distributor organizations are not limited by the numbers of their own field salesmen when they want to turn on a sales drive. They can train their distributors' salesmen to be better company salesmen—not only during periods of business downturns, but for the long pull, too. One industrial manufacturer, the Edwards Co., Inc., Norwalk, Conn., is currently doing just that. The firm has developed a "Sound Partnership" program to make its independent electrical distributors extensions of its own selling organization. Main instrument of the program is the "Better Selling" kit shown above.

"It was obvious to us from the beginning that our distributors were the key to increasing our sales," says Robert L. Kempton, Edwards' general sales manager. "Especially in today's tough selling climate, we decided to go all out to help our distributors.

Our prime target: to sell and promote signaling equipment across the board. With this basic approach, and after some intensive field research, we developed the Better Selling kit and backed it up with a coordinated promotion program."

The program goes into action when an Edwards distributor signs a balanced stock order — which simply means he buys enough signaling devices to have a complete stock on his shelves. He also selects a key man, or a group of men, who are to be trained as signaling products specialists. Among other things, the Edwards field salesman has the responsibility of training these specialists to sell the entire line of Edwards products.

This is where the Better Selling kit comes in.

The kit grew out of the very nature of the Edwards business. The company is one of the oldest (86 years old) and largest manufacturers

of signaling, communication and protection equipment. Edwards makes over 1800 different products: chimes, clocks, fire alarm systems, school and hospital signaling systems, and a complete line of related devices such as bells, buzzers, transformers, push-buttons, horns. Because products are sold in many different markets, the firm's 100-odd field salesmen in 45 offices in major cities across the country also depend on the selling efforts of roughly 1400 distributors and their 9000 or so salesmen.

The Better Selling kit consists of seven parts:

1. field salesman's guide to more efficient selling;
2. explanation of the "Sound Partnership" selling program;
3. comprehensive guide to better sales meetings;
4. training materials to help distributors increase sales;
5. sample promotional aids, to be ordered by mail, to promote distributor sales;
6. information on how the Ed-

wards line is pre-sold via national advertising;

7. forms for setting up the partnership program and registering signaling specialists.

Section one of the kit aims to reduce field salesmen's paper work by mechanizing it at headquarters; provides sales training forms for organizing selling time; suggests activities which will give a salesman a better picture of the distributor's present operation. Included are: IBM call-

reports, advance weekly planning sheets, "I'll be visiting you" appointment cards, pre-planned sales interview forms, interview follow-up letters, "mail-O-grams" for quick information from headquarters, and inventory control stock sheets.

These forms are easy to fill out—being mostly of a check-off nature—and are designed to eliminate more than 25% of the salesmen's former longhand paper work.

Backing up the forms is a modern IBM information system at headquarters which chews up field reports, di-

gests and translates them, then fires back useful marketing and sales information to the field. Under this system, the salesman gets a running report for his territory, including product emphasis by market, sales call results, dollar volume by distributor, and gaps in distributor activity which need attention.

Section two deals with the partnership program. It presents one segment of Edwards' national advertising campaign—a special electrical distributor campaign showing case histories of problems solved and creative selling by other distributors. The ads show how other distributors have profited (in increased sales volume) from the partnership program. They encourage and stimulate the signaling sales specialist by showing him how his opposite number in another territory handled a tricky problem.

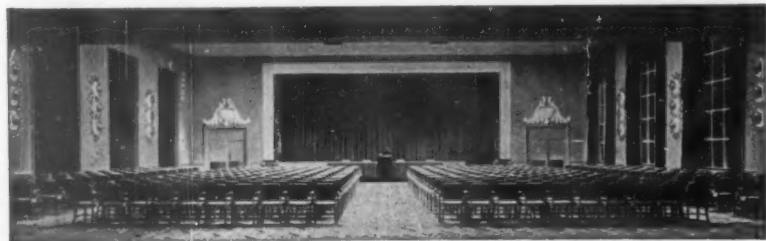
The third section is a plastic-bound book, a meeting leader's manual called "Your Guide to Better Sales Meetings." It was prepared to help field salesmen run better distributor meetings, and to aid in training signaling specialists. The manual enables the salesman to hold a 90-minute meeting on signaling systems, or make a 65-minute presentation on Edwards' line of distributor products, or even give a 10-minute talk on door chimes. By turning to the appropriate section, printed on distinctively colored paper, the Edwards man has a complete script, timed to the proper length, and suggested props, audience participation hints, and a tried-and-true presentation.

#### Tips For Distributors

In the fourth and fifth sections the distributor himself is shown how to organize for more sales and given materials to go out and get them. For example, section four provides a guide to signaling equipment markets and an analysis of product advantages of the Edwards line to help sell those markets. This is designed as follow-up material for the sales meetings, as is another device called the Condensed Features kit, which goes to the signaling specialist twice a month as a continual reminder.

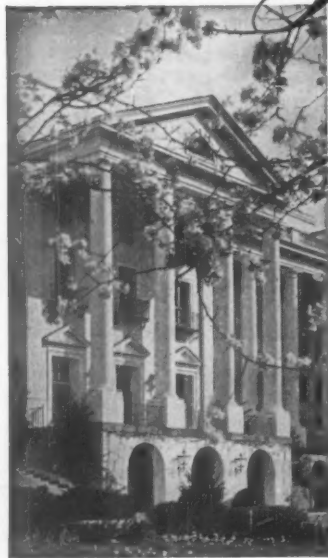
Other promotional aids in section four: request cards for fast price quotations from headquarters (to improve service to the distributor's customers on bid jobs); balanced stock mailers (to show electrical contractors how complete stocks permit fast deliveries); and a note-card for the distributor to jot down reminders to bring up when the salesman calls again.

Section five contains actual selling



**Where the convention season never ends...**

## THE Greenbrier



For complete information, address: Charles L. Norvell, Director of Sales, The Greenbrier, White Sulphur Springs, West Virginia, or inquire of reservation offices at: New York, 17 East 45th Street, MU 2-4300; Boston, 73 Tremont Street, LA 3-4497; Chicago, 77 West Washington Street, RA 6-0625; Washington, D. C., Investment Bldg., RE 7-2642.

Combining the finest, most modern accommodations for business meetings with unexcelled sport and recreational facilities, The Greenbrier offers an outstanding location for your next convention. The Greenbrier's newly completed, air-conditioned West Wing provides meeting rooms for groups up to 1000 and includes such features as . . . a brand new auditorium with a 42 foot stage . . . the latest P. A. systems and projection equipment . . . a theater with CinemaScope screen . . . and superb arrangements for banquets. Don't overlook either, the marvelous sports and recreational facilities, the courteous service, comfortable guest rooms and wonderful dining that have made The Greenbrier world-renowned as America's Informal Business Capitol.

THE Greenbrier

**WHITE SULPHUR SPRINGS • WEST VIRGINIA**



aids for distributor use with contractors and dealers—his customers. He is given helpful hints on how to conduct an effective signaling products direct mail campaign, complete with mailing pieces. Point-of-purchase displays are described, and ordering blanks provided. And he receives a folder of "46 Effective sales aids for 1958."

To wind up the kit, the last two sections contain merchandising brochures which display 12 months of Edwards' advertising and publicity. These are "leave-behinds" which show how national advertising and promotion provide support all year long. The final section contains forms on which the distributor registers in the partnership program, and names his signaling specialists — complete with home addresses.

#### Off To A Good Start

The Better Selling kit was introduced at national, regional and district sales meetings during the first months of 1958, and was carried into the field. Things started happening quickly after that:

- Within the first four weeks after the Partnership Selling Program was launched, over 400 distributors registered more than 3800 salesmen for training in signaling products.

- In the third week of the program, Edwards received the largest number of orders ever logged-in during any week in the company's 86-year history.

- The program was endorsed by leading distributors, national electrical distributor chain organizations and by officials of distributor trade associations.

- One enthusiastic regional manager reported that "100% of distributors contacted have signed up. We expect complete registration by spring."

- In a New England territory, where an Edwards man was called in "cold" to hold a meeting, the meeting manual proved itself on the firing line. Edwards received compliments from the local distributor about the "expert" who handled the meeting. (The man had never held one before . . . he just "read the book.")

- Most important, company salesmen themselves are reporting "increased confidence," "I'm better organized than ever before" and "No one else has this kind of selling help."

Coming July 10

### Sales Management's Second Annual

### "Survey of Industrial Buying Power"



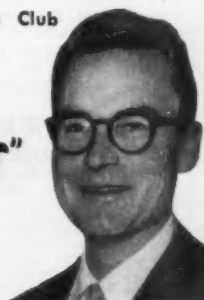
Winner of the Chicago Sales Executives Club  
"Star Salesman Award" for 1953 . . .

**EARL NIGHTINGALE**

reveals the

## "STRANGEST SECRET"

### HOW YOU CAN SELL YOUR WAY TO THE THINGS YOU WANT!



Success becomes your way of life once you know—understand—and practice the "Strangest Secret." Mr. Nightingale tells you how you may put this "secret" to work for yourself, and included are complete instructions for a thirty-day test. This wonderful 33 $\frac{1}{4}$  RPM, LP record is only \$4.95, even though many paid three times this amount before it was offered by mail. Hundreds have benefited by this record. Here are a few comments, unchanged, from letters in our files:

- **From a corporation with a large selling force**—"Your record is the greatest blueprint for building sales achievement we have ever used."
- **They use it as a sales recruiting aid**—"I originally came across your record through a friend, and interested my company in it for sales meetings and recruiting. All who listen to it sincerely, are helped by your record, the "Strangest Secret."
- **This small company uses the record as advertising**—"For every record we have given our accounts, we have averaged \$500.00 worth of business."

Earl Nightingale, a very unusual young man, was able to retire at thirty-five in 1956, with a large annual income, because of a discovery he made following years of research and study. Starting as many men did after World War II, without position or income, he founded three corporations; he rocketed an insurance agency from last place to sixth place in the nation in just 12 months, with one of our county's leading companies.

Because this record can be the most profitable investment you ever made, Mr. Nightingale makes this money-back guarantee. If this record does not make 1958 your greatest year ever, then return the record for your money back in full. Save this ad, it is your guarantee! (Earl Nightingale, 469 E. Ohio St., Chicago 11, Ill.)

Send for your copy of this valuable record today...  
**GIVE SUCCESS THE CHANCE TO BE YOURS—NOW!**

Print your name and address clearly on the shipping label below, and send it in now, with your remittance of only \$4.95. We will rush your record to you by return mail. (We pay the postage or you may order C. O. D.)



### SHIPPING LABEL

Earl Nightingale  
469 East Ohio Street  
Chicago 11, Illinois

**SEND TO:**

SM-2

Name \_\_\_\_\_ (please print)

Address \_\_\_\_\_

City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_

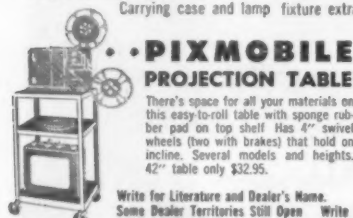
FOR BETTER PRESENTATIONS



## OPTIVOX LIGHTWEIGHT PORTABLE EASEL

Here's the adaptable easel—29" x 39½" steel board, finished in "rite-on" green—may be used as chalk board, chart board or magnet board; converts from 70" floor use to table model. Completely portable—weighs 17 lbs. Only \$39.95.

Carrying case and lamp fixture extra.



## PIXMOBILE PROJECTION TABLE

There's space for all your materials on this easy-to-roll table with sponge rubber pad on top shelf. Has 4" swivel wheels (two with brakes) that hold on incline. Several models and heights. 42" table only \$32.95.

Write for Literature and Dealer's Name.  
Some Dealer Territories Still Open Write

**THE ADVANCE FURNACE CO.**  
2310 EAST DOUGLAS WICHITA, KANSAS



New York's largest skyscraper hotel. 2500 rooms, all with both & free radio—television in many. Meditation Chapel open to all faiths. Midtown location. Direct entrance to Pennsylvania Station. Three air-conditioned restaurants.

LAMP POST CORNER . . . COFFEE HOUSE  
GOLDEN THREAD CAFE

Singles from \$7 | Doubles from \$11 | Suites from \$23

JOSEPH MASSAGLIA, JR., President  
CHARLES W. COLE, Gen. Mgr.

### Other MASSAGLIA HOTELS

- SANTA MONICA, CALIF. Hotel Miramar
- SAN JOSE, CALIF. Hotel Sainte Claire
- LONG BEACH, CALIF. Hotel Wilton
- GALLUP, N.M. Hotel El Rancho
- ALBUQUERQUE, Hotel Franciscan
- DENVER, COLO. Hotel Park Lane
- WASHINGTON, D.C. Hotel Raleigh
- HARTFORD, CONN. Hotel Bond
- PITTSBURGH, PA. Hotel Sherwyn
- CINCINNATI, O. Hotel Sinton
- NEW YORK CITY Hotel New Yorker
- HONOLULU Hotel Waikiki Biltmore

World-famed hotels  
Teletype service—Family Plan

## Mail Promotion

By JANET GIBBS  
Sales Promotion and  
Direct Mail Counsel

## Recession or Secession?

Taxi drivers love to talk—and I like to listen. One thing I have learned from them: Business is *always* to be had IF you go after it. The cabbie who simply floats around waiting for a raised hand may pick up some \$16 in fares during the day. But the man who figures out timing, traffic, territories and work patterns can double that.

Of course the driver who gets scared into "secession" by all this talk of recession can starve to death. So can your salesman unless they put forth some extra effort.

Successful salesmen plan their working hours. Their objective (just as with your direct mail) is as many contacts with known prospects as is possible. True, there are just so many working hours in a selling day. But during a business slump it is more important than ever to find a way to stretch those hours, to make more contacts. *For more contacts mean more sales.*

One way to accomplish this is through letter contacts. The unexpected, thoughtful letters your salesman can write will:

- ... establish a friendly relationship between buyer and seller
- ... build better public and customer relations
- ... cushion you against loss of business when your competitor steps in and you are out of sight and out of mind
- ... often prevent the loss of accounts when a salesman moves to what he considers greener pastures
- ... persuade prospects to reexamine old buying habits that may have meant "closed" doors to you
- ... give prospects in hard-to-cover territories the feeling that you call regularly—that they know you well even though few actual personal contacts have been made

### Opportunities for Letter Contacts

Salesman can acknowledge . . .

- inquiries
- time given for sales presentations
- orders
- payments
- complaints
- leads or referrals to other prospects

There are less routine occasions when letters would be appropriate:

- to send greetings on holidays, birthdays, anniversaries or special occasions
- to send a clipping or article of interest to your prospect, dealing with his business, hobby, pet charity, etc.
- to express regrets on missed opportunities for personal contacts; lost business; errors; delays in delivery, etc.
- to offer suggestions on how to cut costs in production through a change in buying habits or taking advantage of quantity prices, seasonal purchases, etc.
- to report back on the successful use of referrals or leads.

I can almost hear many of you saying, "What salesman has the time and/or the ability to write such letters?" True, many salesmen freeze when it comes to dictating letters—and fail to let their sales personalities come through. Many more are simply swamped with paper work. This is where top management can help.

### How to Help Salesmen Make More Mail Contacts

Your sales staff should have a *trained correspondent* to handle letters. They cannot and should not be written by just anybody. For letters are sales contacts. Every letter your firm sends out has one end result—sales. A poor letter makes a bad impression . . . and a bad letter simply can't be explained away. In personal contact you have a chance to modify your approach, to explain, to use the persuasive powers of inflection, to create a shift in emphasis. But once you've put your words on paper—you've created an impression that tends to stick.

Sell your salesmen on letter contacts—and they will welcome a refresher on writing good letters as part of your sales training program. As a matter of fact all top executives can benefit too. Group meetings can be interesting and instructive.

You'll find plenty of material for such meetings by a periodic review of carbon copies of outgoing mail. You'll find yourself automatically reaching for a blue pencil to do an editing job. Use the corrected copies as the basis for a better letter session. You'll find yourself challenging sales approach and technique as well as the quality of writing. Some situations repeat themselves constantly and this review will give you an opportunity to set up standard form letters, formats and enclosures.

This is a technique I've used successfully in every phase of a business operation. And it's adaptable. It is important that all mail be checked regularly—you may sell a good account only to lose it because of poor mail handling of a complaint or a collection problem. And you can turn almost every outgoing letter into a selling tool. Sell a product or your firm. Use prepared enclosures to sell other products or services. They get a free ride.

We're not saying that good letters will ever replace personal salesmanship (although in some outstanding cases they've done it).

But they are an important part of your campaign to presell prospects, increase sales, build good will and hold customers.

**MOVING SOON?**  
get this *Free* booklet



Learn the inside story on how to save money and worry...whether you're moving your own household goods or are handling the move of company personnel and equipment. Ask your local NVL affiliate for this unusual booklet, or write Dept. C, National Van Lines, Inc., National Plaza, Broadview, Illinois. (in Chicagoland)



AMERICA'S PIONEER NATIONWIDE MOVING COMPANY



BORDEN and BUSSE in

## OPENING the SALE

A BRAND-NEW 16mm. SOUND MOVIE

This new half-hour film is dedicated to one proposition—  
"In the field of selling there is only one handicap worse than inability to close. It's the inability to begin."

The picture demonstrates certain skills any salesman can use to improve the effectiveness of his approach. It is particularly helpful to the salesman who is slow about going after new business.

Write for Rental or Purchase Details

**DARTNELL**

HEADQUARTERS  
FOR SALES  
TRAINING FILMS

4660 Ravenswood • Chicago 40, Ill.





*It was this floor-model COPELAND that originally opened up a new trend in merchandising adhesive products at retail.*



Mr. Samuel Krebs  
Copeland Displays, Inc.  
537 West 53rd Street  
New York 19, N. Y.

Send me a FREE copy of your brochure, "All You Need to Know about Point-of-Purchase."

---

---

---

**WHAT!  
NEED A  
SALESMAN  
TO SEND  
WITH EVERY  
DEAL?**

*Sell a*

**COPELAND**

He sells best, sometimes, who *serves* best.

So it was with United States Plywood Corporation...and their line of Weldwood Adhesives.

The COPELAND that was worked out for them...and named Weldwood "Adhesives Center"...*sold* because it *served*. It helped get merchandise on counters where it had never been seen before.

It became a jobber item in the hardware and paint fields...going way beyond the regular



**A Weldwood Dealer says:** "We doubled our glue profits in 4 months...with the Weldwood Counter Model Adhesives Center."...Clinton Whittles, The Paint Bucket, 228 Putnam Pike, Johnston, R. I.

## *to sell the goods!*

lumber yard for outlets to the consumer.

Like any well-schooled salesman, this COPELAND could talk with authority about the physical properties of each glue...telling exactly which one to use for any particular purpose. (Also like a good salesman, it quoted the price of each package-size.)

Today, the Weldwood "Adhesives Center" comes in two models...the large floor "salesman" and the smaller counter "salesman".

(COPELAND designed and produced both...of permanent materials.)

Do you need a salesman whose cost can be included in your price to the dealer for an assortment of your merchandise? Send for the folder, "All You Need to Know about Point-of-Purchase" for examples of well-known companies selling with COPELANDS. Write, wire or telephone our Mr. Krebs. Or make use of the convenient coupon on the opposite page!

**COPELAND**

*Displays, Inc.*

537 West 53rd Street, New York 19, N. Y., CO 5-5621

When the  
"Signs" are Right...

## YOU GET RESULTS!



Signs by Texlite get results because they are designed right to deliver maximum sales punch... they are built right to give long service with minimum maintenance... their quality reflects the pride you have in your own product or service. Select your own sign material: porcelain enamel or plastic or combinations of the two. Or consult with Texlite's experienced design staff for sign designs that do the best selling job for you.



See how  
others have  
used signs  
by **TEXLITE**  
to gain sales  
objectives...

This 20-page, beautiful full-color booklet shows 101 signs built for some of the nation's most sales-minded companies.

Request your free copy on company letterhead.



Builders of Quality Signs Since 1879

3309 MANOR WAY • DALLAS, TEXAS

Offices in Principal Cities

## Sales Promotion Idea File

### Hawaii and Its People Practice Sound Promotion

**HONOLULU:** There's a wealth of selling and promotion techniques being practiced every day in these heavenly islands. When we greet someone in the States, we smile and shake hands. They have this beaten all hollow in Hawaii. Here every newcomer, according to island tradition, receives a sweet-smelling wreath of flowers around his neck, and a kiss of welcome. What a way to start a business relationship—to break down resistance! The amount involved is \$65 million a year—the gross tourist business of Hawaii.

The visitor entering the Honolulu harbor is introduced to Hawaiian culture by a colorfully dressed Hawaiian orchestra and shapely island lasses doing the hula. When he reaches his hotel room, there's a cool dish of fresh, sweet pineapple ready for him. The Hawaii theme is merchandised to the hilt throughout his visit. On Waikiki Beach, chimes play "Aloha" on the hour.

The sincere desire of the islanders to please is reflected in the tone of the telephone operators, the courteous service of the waiters, the personal note of welcome from the hotel manager. They offer constant reminders that a guest's welfare is important to them.

One of the most astute practitioners of sales promotion on the island of Oahu, home of Pearl Harbor, Honolulu and Waikiki Beach, is the Matson Hotels, subsidiary of Matson Navigation Co., the ship owners. Few companies can boast of such a high degree of integration. This organization, through its four hotels in a two-block area of Waikiki Beach, offers tourists (and sales meetings and conventions):

Beach or pool swimming  
Ocean-front or pool-front accommodations

By **LARRY SCHWARTZ**  
President  
Wexton Advertising Agency

Rates of from \$10 a day minimum to \$16 a day

Economical rooms or luxurious suites  
Surfboard riding, outrigger canoe or catamaran

Waving palm trees, beachfront dancing, view of Diamond Head

Flood-lit surf at night

Shops, gardens, postoffice, banks, theatre, bowling, travel bureaus, airline offices, shoe repair shop, department store, international village, gift shops, sidewalk jewelry and flower stands, real estate offices (if you decide to remain forever), optometrist, M.D., D.D.S., even a psychiatrist!!

Two of the hotels have common switchboard, managers, bellhops. All four have common credit for dining rooms, night clubs, shops and services, common reservation department, advertising, promotion, publicity, personnel supervision, security, purchasing.

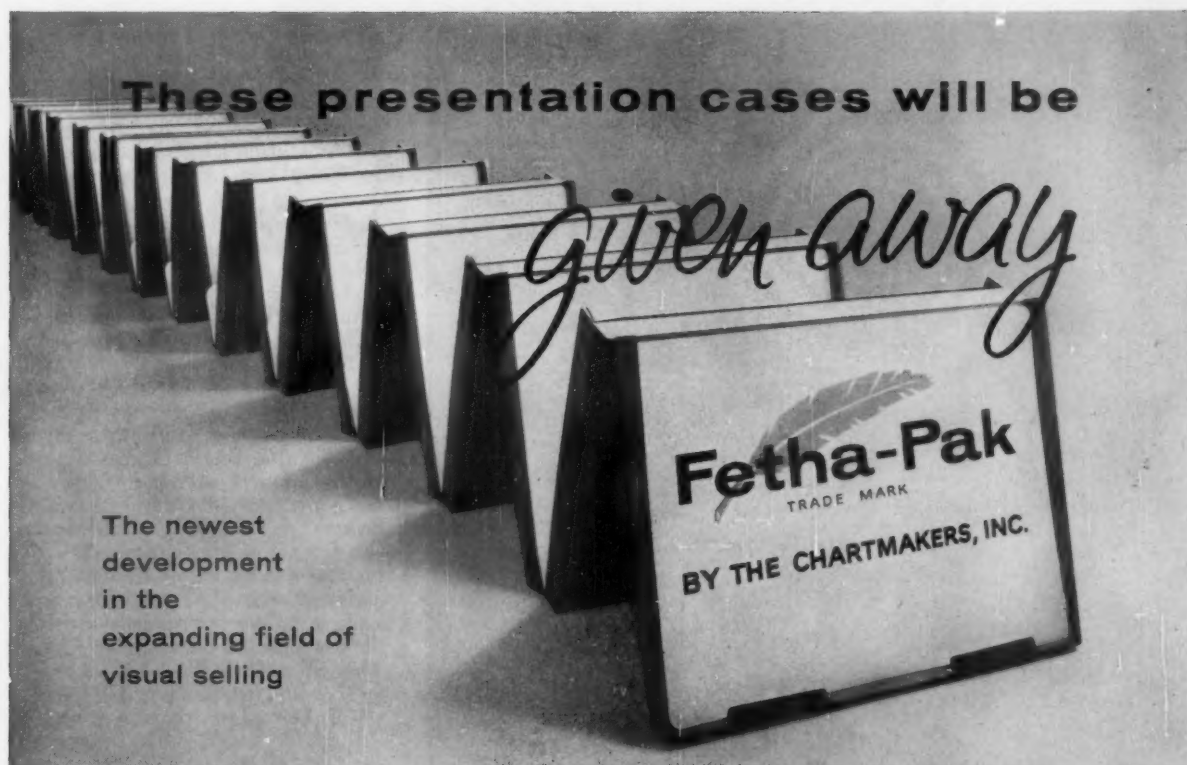
In addition to a strong mainland (U.S.) campaign, Matson promotes the hotels under a common banner locally to get its share of business from the other seven (outer) islands, and to attract banquets and sales meetings, fashion shows, military affairs (close to 100,000 military personnel on the island), and traffic for its many night clubs and restaurants.

Direct mail is used extensively. Personal letters of congratulation (names of recipients are supplied by a local clipping service)—go to people arriving for permanent residence, those receiving military and business promotions, civic, social, fraternal and political appointments, etc. Response to these good-will letters is described as "tremendous." Regular brochure mailings are sent to all persons on the hotels' ever-growing list, including credit card holders.

Leads on local business come from a wide variety of sources, including hotel staffs and airlines, and these are followed up by phone "as quickly as

SALES MANAGEMENT





*Free?*

Well, almost. The incredibly low give-away price of the new Fetha-Pak Presentation binders allows you to forget this as the budget breaking part of a multiple copy presentation. Your budget can now be used where it counts—to tell your story.

**Fetha-Pak** is completely new in design and construction. Its economy opens up exciting new opportunities when filled with a Chartmakers presentation that really works for you.

You can now afford...

- copies to leave for buying committees
- monthly or seasonal sales presentations
- employee and internal relations presentations
- quantities for retail sales training
- presentations for new product introduction
- presentations to demonstrate product features and advantages at retail level
- instruction presentations with new equipment

**Light Weight.** Fetha-Pak is feather light—or relatively so — due to materials and binding methods.

**Sturdy.** Fetha-Pak is designed to stand up under really tough use. Lightness and durability relieves shipping problems and costs, too.

**Handsome.** Fetha-Pak is perfectly at home in any board room. Its thriftiness doesn't show through.

**Fetha-Pak** is a new concept in easel presentation packaging. It is an exclusive design, developed and protected by The Chartmakers. Would you like to see a Fetha-Pak presentation and see how it fits into your presentation picture—see how it will help you in the changing pattern of American business today? Phone us or write. We are at your service.

**Fetha-Pak**  
TRADE MARK

*The Chartmakers, Inc.*

**Fetha-Pak**  
TRADE MARK

480 LEXINGTON AVE., NEW YORK 17, N. Y. • MUrray Hill 8-2760

Easel Presentations • Slides and Films • Booklets and Brochures • Sales Meeting Exhibits  
Charts and Maps • Unique Visual Aids • Point of Sale Materials • Complete Promotions



## Don't squander Reply-O-Letter leads on your salesmen all at once

*Dole them out just enough at a time —  
to keep your salesmen opening doors  
on live leads all day long.*

Why not give them out all at once? Because with Reply-O-Letter you get so many more inquiries (usually 30 to 40% more) that your men might be confused by the quantity and lose respect for *the quality*.

And Reply-O-Letter inquiries are the highest quality leads you can get. In fact you can tighten up your sales appeal to heavily qualify your prospects—and still the leads roll in.

Find out how Reply-O-Letter with the built-in reply card works to put new vigor into your sales program—how we keep your salesmen sold on the value of Reply-O-Letter leads—how our skilled letter writers and artists help put across your sales message. We've been doing it successfully for 25 years.

Get further details about the sales forces we serve. Write for a copy of our booklet "It Was Answers He Wanted." On your letterhead, please.

## REPLY-O-LETTER

1 Central Park West, New York 23, N.Y.

Sales Offices:  
New York • Boston • Chicago • Detroit • Cleveland • Toronto



we can get our fingers into the telephone dial."

TV, newspapers, publicity, public relations and personal selling round out this very active program.

The Matson Hotels have tooled up for prize trips, sales meetings and conventions, offer packages that include transportation. Regional offices are maintained in New York, San Francisco, Chicago, Los Angeles, Portland, Seattle and Dallas to work with travel agents and groups.

Says Sales Manager William Charlock III, descendant of a family that has lived for 80 years on the island, "You name it . . . we've got it."

Hawaii isn't the only area that's cashing in on travel. Over a million Americans will spend \$1.6 billion to "go, go, go" in 1958. Transatlantic steamer business is up 23% over last year; American Express sales for the first quarter are up 39.6%. Passport applications are up 20.1% and applications for international driving licenses have increased almost 100%. This year \$60 million will be spent to advertise, promote and sell foreign travel. Did someone say recession?

### How to Merchandise a Character

General Foods is reported to have ordered over 55 million premiums in five years in connection with one of the most stable, indestructible characters to come out of movies and TV—Roy Rogers.

Reasons offered for the success of the Roy Rogers merchandising operation, which grossed \$33 million last year, are interesting:

1. Good TV product—one of the best-rated half-hour shows.
2. One hundred million Americans have seen Roy Rogers and his wife, Dale Evans, both *real people*, perform their Western feats in person.
3. Their well-publicized family activities, religious beliefs and charitable contributions have built acceptance on many levels.
4. Sears, Roebuck catalog carries 37 pages of advertising on 100 Roy Rogers items, each of which is carefully screened before being licensed.
5. Roy Rogers comic strip is read by 50 million people daily.
6. Roy and Dale have nine separate hard-cover books on the market and Roy Rogers is among the first 15

The writer of the "Idea Files," Larry Schwartz, is now in Japan, where he hopes to pick up some sales promotion ideas with an Oriental slant.

of all periodicals sold on newsstands in the world.

7. 4,369,000 Roy Rogers phonograph records were sold in the past two years.

8. Roy and Dale do personalized lead-ins for their TV sponsors.

A Roy Rogers merchandising kit is available from Edward L. Koenig, Jr., Roy Rogers-Frontiers, Inc., 357 North Canon Drive, Beverly Hills, Calif.

#### Actual Products Featured in West Coast Outdoor Billboards

A striking stopper on Wilshire Boulevard in Los Angeles is a car—a real one—that is part of a large, illuminated billboard. The car rests in a shadowbox that occupies approximately half of the billboard. Construction of the shadowbox and installation of the car must have cost a pretty penny, but the impact is worth a fortune.

#### Inexpensive Display Builds Store Traffic, Impulse Sales

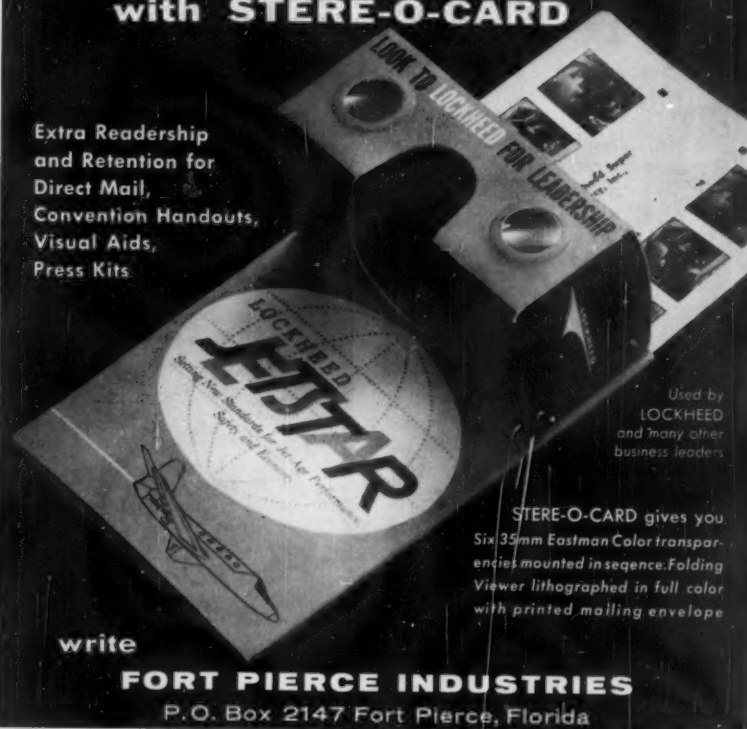
The Wiki-Wiki Photo Shop in Waikiki rigged up a translucent plastic screen about 4' wide above and outside the entrance to the store. During the early evening hours, using a projector in the store window, it shows stock color movies of Hawaii. Proprietor reported that sales of his color movies have more than doubled. Cost of home-made translucent rear-projection screen, about \$2.

**SALES PROMOTION IDEA FILE** is a review of sales-producing tools and ideas designed to stimulate the thinking of sales-minded executives. Address contributions to Larry Schwartz, c/o SALES MANAGEMENT, 386 Fourth Ave., New York 16.

JUNE 6, 1958

## Break that Sales Barrier with STERE-O-CARD

Extra Readership  
and Retention for  
Direct Mail,  
Convention Handouts,  
Visual Aids,  
Press Kits



STERE-O-CARD gives you  
Six 35mm Eastman Color transparencies mounted in sequence. Folding Viewer lithographed in full color with printed mailing envelope



## SERVICE is why America's top companies meet at Manger Hotels

SERVICE is what Manger sells—not just rooms and facilities! Service—the kind of help that has seating arrangements executed perfectly and on time. That has a proper P. A. system functioning as it should, set up as ordered. That has special tables as ordered, lighting, projection and other arrangements as requested—all on time, without last-minute makeshift changes and compromises. And all this goes along with some of the finest meeting-room facilities in the country. So check with Manger before your next meeting—see the difference real SERVICE makes!

**NEW YORK CITY**  
The Manger Vanderbilt  
The Manger Windsor  
**WASHINGTON, D. C.**  
The Manger Annapolis  
The Manger Hamilton  
The Manger Hay-Adams  
**BOSTON, MASS.**  
The Manger  
**CLEVELAND**  
The Manger

**ALBANY, N. Y.**  
The Manger DeWitt Clinton  
**ROCHESTER, N. Y.**  
The Manger  
(Formerly The Seneca)  
**GRAND RAPIDS, MICH.**  
The Manger  
(Formerly The Rowel)  
**SAVANNAH**  
The Manger

Convention Department, Manger Hotels  
4 Park Avenue, New York, N. Y. (Dept. B-6)  
Please send me full information about Manger Hotels meeting and convention facilities.  
Name \_\_\_\_\_  
Company \_\_\_\_\_  
Title \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_

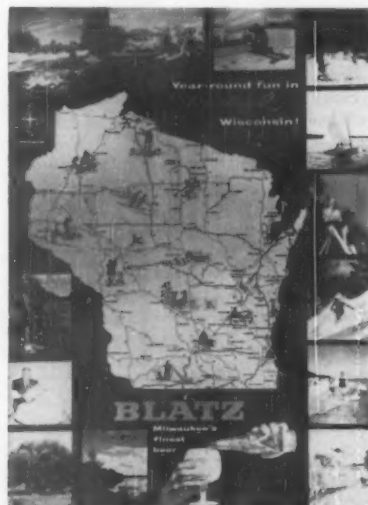


# The Trouble with Promotional Maps— They're Too Popular

Our visual-minded generation likes maps: as wall decorations; fun-provokers like the widely circulated "New Yorker's Idea of the U.S.A."; and useful, informative pieces. Many of those produced as good-will builders are combinations, being both decorative and useful. Uses are many: giveaways, mailing pieces, in annual reports, on calendars, as premiums. Their appearance in advertising and promotion has tripled in the past five years, according to Gerard L. Alexander, Chief of the Map Division of the New York Public Library, who collects and exhibits examples of cartography of this type.

The purposes and applications of maps are too varied to justify setting up rules for producing them. But a neophyte might get some pointers from the brochure, "MAPS and Their Promotional Uses," issued by the Linweave Division of United States Envelope Co. (and available only through Linweave distributors). Sample advice: "You don't have to be a professional map maker to create exciting maps that do an effective promotional job. Just take an ordinary outline map as a starting point . . ." Added note from SALES MANAGEMENT, another old hand at producing marketing maps: The less clutter and detail on a map, the easier it is to read and use. Concentrate on the true purpose of the map and omit extraneous material.

And here's a final bit of advice,



reiterated by several producers of popular maps who cooperated with us in this round-up: Don't start off by being too lavish with offers of your map, or you may find your entire supply gobbled up in short order. Experienced map-givers have learned to offer a new map tentatively and for a short period through one channel, then switch to another and another, depending on demand and supply.

Here are capsule descriptions of maps that are interesting or successful, usually both.

**GIVEAWAY.** Mutual Of New York distributes a picture map of New York which is both useful and pleasure-giving. It shows points of interest, including MONY's own Broadway skyscraper main office, topped by its famous Weather Star. Map's usefulness is enhanced by lists of hotels, museums, libraries, restaurants, night clubs, theatres, and a condensed special map of the city's subways. Measures 14 x 39 inches, but folds to approximate size of No. 10 envelope; and it is also arranged for self-mailing. MONY offers map to visitors to its New York offices and includes them in Get-Acquainted kits for field representatives. Produced by Shorewood Press (which adapts map to other New York users, such as Lever Brothers, calling attention to user attractions and locations).

**SUBWAY MAP.** To call attention to its proximity to three subway lines, Union Dime Savings Bank, New York, gives away almost 200,000 copies of its Subway map each year. Custom began when the Independent Subway opened its 6th Avenue line, with a station entrance at the company's main office in Mid-Town New York. Lithographed in color, map measures 11½ x 18 inches, folds to fit a No. 10 envelope, uses reverse for information on subway terminals, key to street numbers, places to visit, and description of bank's services. Distributed at Union banks and occasionally offered in radio advertising. (A single mention results in 2,000 to 3,000 requests, so offers are not made too frequently.)

**TIE-IN.** Sabena Belgian World Airlines and Renfield Importers, Ltd., split 50-50 the cost of producing a pictorial map of the Brussels Intl. World's Fair, 500,000 copies of which are being distributed through liquor outlets, travel agencies and Sabena's offices. It measures 13½ x 20 inches and folds to mailing size, 3 x 6¾. Along top and bottom borders are reproductions of Renfield import labels, including Cointreau, Haig & Haig and Piper-Heidsieck. Back of the map is used for text information on the Fair, a Foreign Exchange table, description of U.S.



Building. Designed by Leonard Fellman Adv. Co.

**MAILING PIECE.** Linweave, United States Envelope Co. Division, long-time direct mail user, reports highest percentage return to date from offering through distributors of a historical map of the U.S. as it looked just after the Revolutionary War. A pictorial, in color, it measures 17 x 22 inches, and was designed by Karl Smith, Dillard Paper Com-



pany's sales promotion manager, and current chairman of Linweave's distributor advertising committee. Some Linweave merchants report better than 63% return on the offer.

**VACATIONLAND P-O-P PIECE.** Blatz Beer outlets are using an illuminated display map of that state, framed by color transparencies of year-round vacation activities. Box housing is corrugated board printed to resemble driftwood. Overall size,

Sales Promotion  
at Work

30 x 38 inches. Illumination from four 25-watt bulbs. Distribution of map is through wholesalers, whose locations are shown. Dealers can pinpoint their locations with "You are here" stickers furnished to them. Photogel printing by Ullman Co., New York. Box made and display assembled by Display Masters, Inc., Chicago.

**PREMIUM.** Procter & Gamble used color ads, page in *Look* and half-page in *The Saturday Evening Post*, last October to offer a 1957 Rand McNally World Map for 25c and end flaps from either Prell Concentrate Shampoo or Gleem Toothpaste. Map, 51 x 34 inches, was represented as worth \$3, and described in some 60 works of copy. P. & G. products were described in short blocks of copy, with color illustrations of the packages. P. & G. outlets received floor-stands, counter merchandisers and shelf cards to tie in with promotion.







## *Clauss Cutlery to Vlcek Tool:*

**"What a wonderful gift  
your molded packages  
have been to our  
shears sales!"**

**MR. LEONARD J. HALEN, Sales Manager,  
Clauss Cutlery Company, reporting:**

"Our early sales philosophy was based on the need in every home for pinking shears. This was our market. The potential could not be increased. All we should do is maintain the existing purchase rate.

"But 7 years ago, our thinking changed. Why, we asked, couldn't our shears become a highly unique and useful gift? Let's unmask the inherent gift value, change from a "blind" conventional cardboard box to a gift-minded package, and "let nature take its course!"

"Vlcek Tool molded the answer: a box of gleaming red opaque plastic with a hinged top of transparent plastic. Two ribs, molded into the box interior, formed depressions which secured the finger grips and blade. It's a rugged box, providing positive protection against damage in shipment or store handling. The snaplocking lid keeps out dirt and dust. The package is an eye-appealing showcase on the counter, and a cherished storage box in the home.

"Result: an immediate 10% annual increase in volume! And similar gains every year since! Plus new and important department store outlets for Clauss shears, won through this easy-to-promote new packaging.

"One last note: The pinking shears success story led us to similarly package a three-piece set of embroidery scissors, and dressmaker and sewing shears. Switching to plastics from leather (in this case) reduced packaging costs 20%—and stretched the peak marketing life far beyond the usual 2 year period for such a set. In fact, sales of this Clauss set have remained at a high level for all 6 years it has been packaged in its red-and-clear plastic box!"

What package will do the most powerful selling job for your product? At the least cost? The plastic package molder can offer valuable assistance in answering these questions. His analysis of sales and cost requirements are based on long experience in marketing. His package design services are both practical and imaginative. His productive facilities can supply molded packages by the hundreds or millions, in the most effective size, shape, or strength, and at the right price.

Talk over your packaging plans with a molder. Marketers in many fields have—with gratifying results . . . and profit.



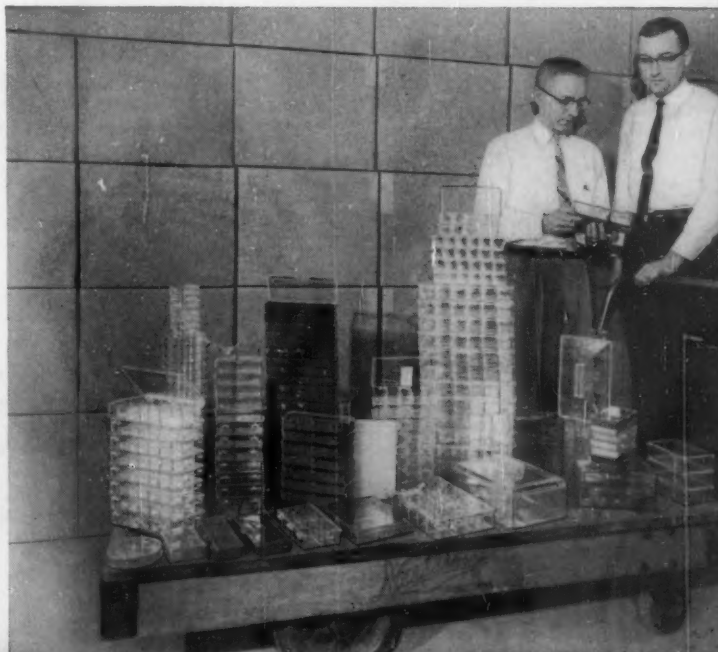
\*LUSTREX; REG. U. S. PAT. OFFICE

*Monsanto supplies a  
large variety of Lustrex®  
styrene molding  
compounds to America's  
leading molders  
of plastics packaging.*

A sampling of the wide range of stock plastic packages molded by Vlcek Tool Company, Cleveland, Ohio. Robert L. DeVies, Plant Supervisor, left, and Donald R. Butler, Manager of Plastics Division.



One of the molding presses at Vlcek Tool used to mold Clauss shears and scissors boxes. Other packages molded by Vlcek hold nuts and bolts, mens' belts, other haberdashery, as well as many other products.



## Parker at P-O-P

This company gets huge mileage out of the dollars invested in point-of-purchase equipment and materials because: (1) They do detailed advance planning; (2) they test before they leap; (3) they are very adept at coordination and timing.

By ALICE B. ECKE

Axiom for all who sell through dealer channels: Latent demand created by advertising can be turned into sales only by effective action in the retail store.

So thoroughly is Parker Pen Co. committed to this principle that at least 25% of the firm's annual advertising appropriation goes to point-of-purchase media.

"Our national advertising," says Advertising Manager James A. Stauff, "sends 35 to 40 out of 100 writing instrument prospective customers into stores asking for Parker. We seek to hold these people and convert as many of the other people

who may favor a competitive brand or who have no brand preference through point-of-purchase displays. Parker showcases, motion exhibits, seasonal displays, all serve to influence the prospective customer and to educate and inspire the retail salesperson. Visual dominance at the retail counter is one of our key merchandising objectives."

Parker's approach to point-of-purchase advertising is a coordinated effort within the company's marketing program as a whole. When the year's advertising appropriation has been determined, advertising agency executives (Tatham-Laird, Inc.), design-

ers, suppliers, Parker advertising and sales executives all get together to discuss themes, symbols, logos, types of displays, printed point-of-purchase materials, etc. Thus the entire advertising impact is coordinated, and point-of-purchase emerges as an important part of the whole. Particularly it is important when Parker introduces a new product.

For example, when the company introduced its first ball-point pen, T-Ball Jotter (retailing for \$1.95 and \$2.95) last spring, this is what its marketing, sales, sales promotion and advertising executives had to do:

1. Plan, produce and distribute to more than 17,000 franchised dealers



NEW CUP-CARD point-of-purchase display which holds over a dozen pens and can be used in store windows, or on top of and inside Parker showcases. Designed to tout the ball-point's "won't skip" feature, it also makes merchandise readily available for consumer demonstration.



◀ PARKER'S "DOUBLE BUBBLE" point-of-purchase display which appeared on retail counters in April. It invites a customer to select a pen—even try it out. This is a double version of a single bubble called a "Pen Cushion" which was used when the product was introduced. Its reception was so successful that Parker duplicated it, two instead of one bubble.

TYPICAL PERMANENT SHOWCASE ▶ used extensively by Parker franchised dealers throughout the country. It permits the dealer to have a complete assortment of Parker writing instruments and to easily maintain stock control and inventory throughout year.



SALES MANAGEMENT



**TYPICAL RETAIL WINDOW DISPLAY**, showing use of Parker's point-of-purchase advertising by the retailer. This one is a Burrow's, Cleveland, O., window display.



**"PEN-CUSHION,"** Parker's newest addition to its point-of-purchase pen holder line. Featuring a half-bubble of plastic, it holds as many as 40 T-Ball Jotter ball-point pens.

a packaged point-of-purchase advertising campaign for a new mass-consumer ball-point pen.

2. See that everything was completed in advance of school opening in the fall—not later than the middle of August.

Parker's point-of-purchase planners worked fast, called in suppliers and outlined objectives.

To make sure all point-of-purchase materials are used by dealers, it is Parker's policy to test them in key stores first. In the case of T-Ball point-of-purchase displays, tests were made in three cities—Buffalo, Dayton and San Francisco. Mockups were rushed to key dealers and dissected for any errors, etc. Results were then studied and necessary revisions made. From then on Parker account managers took over. They saw to it that their accounts were well supplied with all point-of-purchase material. For the most part, it is given to dealers free of charge, with the exception of permanent showcases.

When Parker checked results, there was evidence that the new T-Ball pen had been accepted by the public.

\*All permanent showcases for Parker writing instruments are designed and produced by The Columbus Showcase Co. All other more or less permanent point-of-purchase displays are designed by Dave Chapman & Associates. Posters, wall cards, banners, etc., are printed by Niagara Lithograph Co. and Doig & Nellis, Inc.

Says Daniel Parker, executive vice-president: "Its acceptance was of course largely the result of a background of thorough research and development, but it took a well planned point-of-purchase program to close the ultimate sales."

Permanent showcases at point-of-purchase\* play an important role in Parker merchandising. The company's franchised dealers are well stocked with them, paying from \$325 to \$730 each for them. John G. Mack, responsible for the overall Parker domestic sales program has this to say about permanent showcases:

"Advertising impressions, so important in selling writing instruments, are lost if the product is not properly presented at the point-of-purchase. We feel our permanent showcases provide a dramatic and inviting atmosphere for purchasers of Parker writing instruments and at the same time they make the retail salesperson's sales techniques more effective. A single unit permits a retailer to have a complete assortment and to easily maintain stock control and inventory."

Of course, most of Parker's point-of-purchase displays come down from season to season, with the exception of permanent showcases, to be replaced by new displays to tie in with special promotions such as back-to-school, Christmas, graduation promotions, etc. But whatever the seasonal point-of-purchase promotion is, it is integrated into the entire national advertising program. ♦



**REVOLVING PEN "STATION"** display which Parker introduced in April. It offers variety, convenience and completeness. Sturdy, attractive and stable for counter tops, it presents to the prospective customer a selection of merchandise at various price points.



# Are Your Sales Job Descriptions Adequate?

If not—or if your salesmen have none at all—you'll find this comprehensive article to be a good description of the art and science of preparing a useful job description.

By "CHUCK" L. LAPP, Ph. D.

A well-organized company is one which is built from the bottom up rather than from the top down.

It is only after determining what a salesman must do to sell prospects that decisions on number of salesmen, number of sales superiors, and size of territories can be made.

The number of salesmen needed in the future can be estimated only after a basic salesman's job description and a sales forecast have been drawn.

Programs for recruiting, selection, initial training, continued training, control, motivation, compensation, and communication should all be tied to job description. The job description provides a basis for the preparation of appraisal forms for performance review.

Salesmen who have a written job description can appraise their own activities—which may lead to more self-improvement.

A job description provides the means for assuring that salesmen on the firing line implement the plans of management.

Therefore, one of the most important applications of marketing research to the sales function may very often be the analysis of the specific duties which salesmen should perform.

When salesmen who have worked for a company even ten or fifteen years are handed a formalized job description, they often state, "For the first time I know what I am supposed to do."

A job description may be general or it may be specific, depending on the extent to which management feels that the salesman needs leeway in the performance of his activities. When no job description exists, salesmen are almost certain to over-emphasize some activities and neglect others

which are essential to continued good buyer relationships.

## Preparation of a Job Description

The following steps are suggested for working up a job description:

1. Prepare a questionnaire for salesmen or employees on any other sales job to be analyzed, asking them to list what they feel are the major functions and sub-functions that must be performed if their job is to be effectively done.
2. Prior to the receipt of the job description from the salesmen, have all executives interested in sales activities list what functions they feel should and should not be performed by salesmen. (It may be as important to tell salesmen what not to do as what to do.)
3. Find out from your prospects and buyers what they believe should and should not be the functions of your salesmen.
4. Find out what competitive salesmen are required and not required to do and, just as important, what they actually do.
5. Observe your salesmen in action.
6. Tabulate and analyze the results of each of the five sources given above.
7. Reconcile the above viewpoints with the objectives of your company and prepare a detailed list of activities to be performed.
8. Classify activities as major and minor activities. (What may be a

major activity for one salesman may be minor for another.)

9. Determine what the salesman needs to know, what qualifications are necessary to perform designated activities. (This part is often referred to by personnel specialists as a man specification.) Show why each activity is to be performed.

10. Coordinate steps 8 and 9 into one document.

11. Submit the result of step 10 to your salesmen for their discussion and recommendations. At this point you may very often find that you have been asking a salesman to do more than could possibly be accomplished by one man.

12. Ask the salesmen to put down approximately what percentage of their time is devoted to each activity. Salesmen may suggest additional activities. It may be found that too much or too little emphasis has been indicated for certain activities, and changes may be required in the job description before it is put in final form.

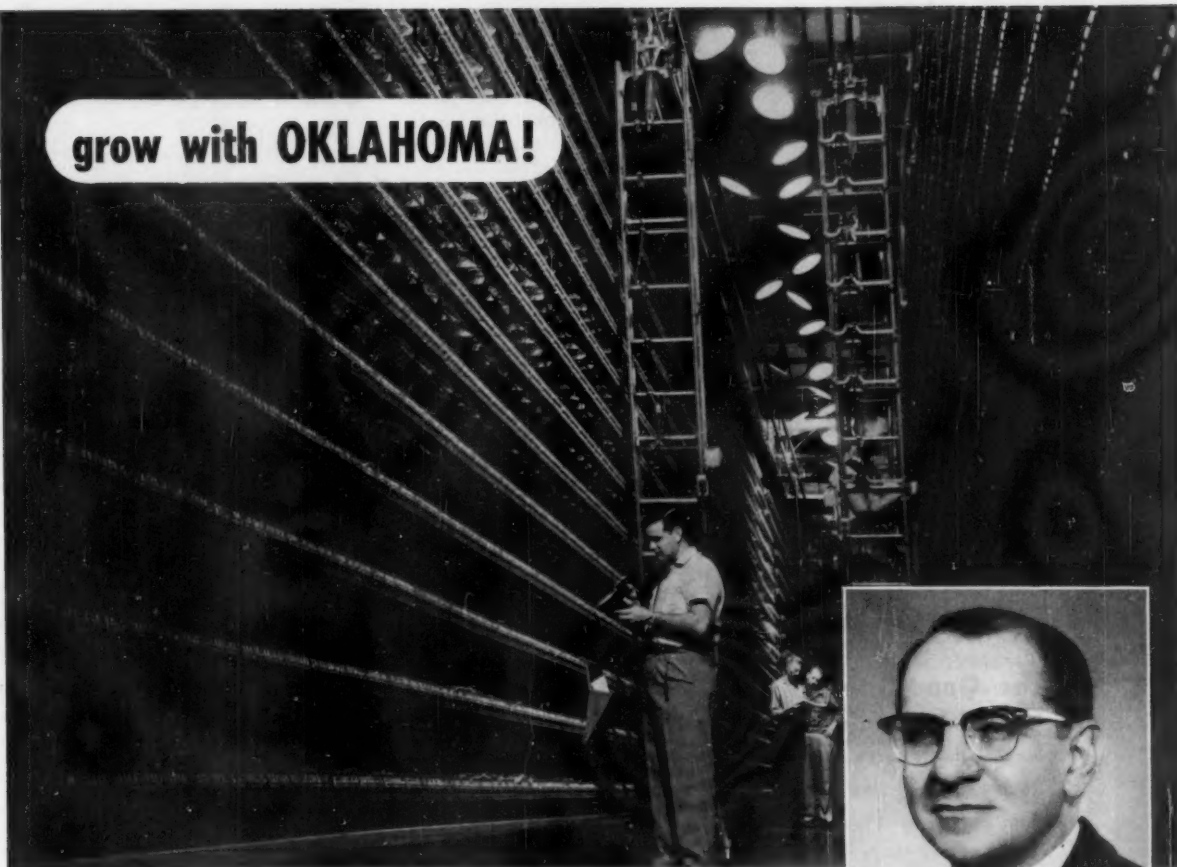
The job description should be periodically revised to keep it consistent with changes in products, economic climate, and markets.

Don't try to make a salesman follow a job description that doesn't fit. Certain conditions may dictate that the sales job for certain territories should be different. Then separate job descriptions must be written for each job requiring special activities.

## Writing the Job Description

In writing the job description some

**grow with OKLAHOMA!**



## **"We're Spending \$292,000,000 to GROW with Oklahoma!"**

*says H. B. Groh, Vice-President and General Manager,  
Southwestern Bell Telephone, Oklahoma*

Southwestern Bell Telephone spent over \$135 million in Oklahoma in the past five years for new telephone construction. To keep up with public demands, Bell Telephone plans to spend \$157 million more in the next five years.

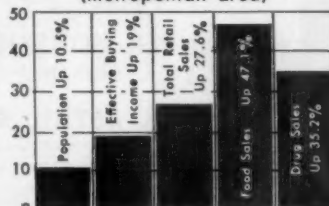
This \$292 million investment by Southwestern Bell Telephone Company

is just one indication of the expansion and growth going on in Oklahoma.

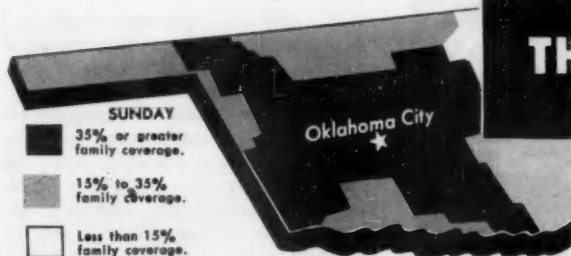
The Oklahoman and Times give advertisers unequalled coverage of this growing market. Are you getting your share? Schedule your advertising in the Oklahoman and Times to achieve the best sales results in Oklahoma!



### **Oklahoma City market data (metropolitan area)**



Source: 1958 and 1955 Survey of Buying Power



## **THE DAILY OKLAHOMAN**

**Published by The Oklahoma Publishing Co.  
Represented by The Katz Agency**

## **OKLAHOMA CITY TIMES**

of these ideas may prove helpful:

1. Set up a format so that each function is understood — such as *what* the function is, how it should be performed, and *why* it is to be performed. Another format frequently used presents what the salesman should do, should know, and should be.

2. Use words that have only one meaning to all salesmen.

3. Define any words that may

need clarification so that they will be interpreted the same way by all.

4. Plan to reassign the time values for each function after the job description has been followed a few months.

5. Divide each duty into as many sub-duties as necessary to offer a complete description.

6. Employ outside consulting agencies in the preparation of job descriptions if company executives

lack the time necessary to devote to this important activity.

#### Questions Necessitating Decisions

Preparation of job descriptions often calls for decisions on whether the salesman should:

1. Do his own scheduling.
2. Check credit of prospects prior to a personal call.
3. Be furnished leads or do his own prospecting.
4. Collect past due accounts.
5. Do sales promotion and missionary work or leave it to specialists.
6. Take inventory in buyers' establishments.
7. Train resale personnel or personnel using equipment.
8. Set up displays.
9. Handle buyer complaints.
10. Determine adjustments on damaged or improperly filled orders.
11. Supervise installations.
12. Service equipment.

#### Job Analysis May Be the Basis For Other Analysis

The job description when completed may force many executives to set policies in respect to recurring situations that otherwise would never be given consideration. Further classification of job duties after the first description is prepared may be made by: 1. difficulty analysis — finding out what problems salesmen have in performing their jobs; 2. time and duty analysis — determining the time spent in performing certain activities; 3. time and technique analysis—finding out the time required to sell customers by different sales techniques, such as suggestions, use of literature or samples.

#### Examples of Salesman Job Descriptions

A job analysis may clarify a salesman's non-selling duties. For example, when analyzing a food salesman's job, it was found that selling, or the attempt to obtain orders, was only one of five primary duties he had while in a customer's store. The other four were: 1. checking shelf and backroom stock as to amount, shelf position, price, and freshness or condition of merchandise; 2. servicing, such as segregation of his products from those of competitors, and rotating the oldest stock in front, as well as filling displays, where necessary; 3. merchandising, such as building and/or selling displays, use of point-of-purchase advertising material,

ROCK ISLAND, MOLINE, EAST MOLINE, ILL. AND DAVENPORT, IOWA

## QUAD-CITIES MARKET DIGEST

a quick summary of market data for sales managers

**The Quad-Cities** are a unique combination of four cities, in two states, on the Mississippi River. Single streets serve as political boundaries between Rock Island, Moline and East Moline on the Illinois side. The river is the boundary between Davenport, Iowa and the three Illinois cities. Social, business and physical proximity tie the Quad-Cities together into one metropolitan unit of over 1/4 million people. Figures below for the metropolitan area are from Sales Management's 1958 Survey of Buying Power.

**POPULATION** ..... **267,100**  
(56% on Illinois Side)

**TOTAL NET EBI** ..... **\$507,483,000**  
(59% on Illinois Side)

**EBI PER HOUSEHOLD** ...\$ **6,189**  
(Illinois Side \$6,478—Iowa Side \$5,809)

**TOTAL RETAIL SALES** ..\$**337,639,000**  
(52% on Illinois Side)

**TOTAL FOOD SALES** ....\$ **76,236,000**  
(57% on Illinois Side)

THE QUAD-CITIES LARGEST COMBINED DAILY CIRCULATION

**THE MOLINE DISPATCH**  
**THE ROCK ISLAND ARGUS**

For complete market and coverage data contact  
Mr. Harold Swanson at The Argus or Dispatch





and making arrangements for cooperative advertising; 4. recording results, making entries in account record book and on daily report forms.

The Johns-Manville Corp. uses a rather complete job analysis in which the major activities of a salesman's job are listed, with relative information as to what he has to do, what he has to know, what he must learn, how it should be taught, and by whom.

As many companies do not plan specifically what they want their salesmen to do, many are even less specific in planning what they want their supervisors to do. A large number of supervisors are left to perform their jobs "by hunch," rather than by a scientific determination of the various aspects of their tasks.

Job descriptions for these men will be helpful in providing a better program of supervision.

A typical job description for a supervisor might look something like this one prepared by Kraft Foods.

A sales supervisor with this company has the following fifteen major duties:

1. Train and retrain salesmen.
2. Check to see if salesmen do what they know how to do.
3. Maintain the proper relations between salesmen and management.
4. Plan and set up a goal of volume for a salesman.
5. Evaluate or rate performance of salesmen.
6. Route and schedule salesmen.
7. Keep records of salesmen's activities.
8. Break in and check on the performance of delivery men.
9. Familiarize salesmen with advertising and promotional material.
10. Assist salesmen with special problems and situations.
11. Maintain and keep personal reports and records.
12. Acquaint salesmen with the operation of equipment, such as their automobiles.
13. Keep good relations among salesmen.
14. Develop himself.
15. Travel with salesmen.

The Armstrong Cork Co. uses an exceptionally good technique, indicating by classes the extent of authority to be exercised for each responsibility assigned. These classifications are:

Class 1. Full authority is given to take the necessary action in carrying out the responsibility without consulting or reporting to the superior.

Class 2. Full authority is given to take the necessary action in carrying out the responsibility, but the superior is to be informed of the action taken.

Class 3. Authority is limited. The supervisor is expected to present his recommendation to his superior and may not take action until a decision is reached.

For example, the function of the supervisor in respect to discipline is outlined as follows:

Job Responsibility	Authority Exercised
a. Suggest	Class 1
b. Reprimand	Class 2
c. Warn	Class 2
d. Give temporary layoffs	Class 3
e. Demote or change territorial assignment	Class 3

A blueprint of the job for both the salesman and his superior must be realistic or the salesman and/or the superior will give up and not try to follow any part of what has been outlined for them to do. ♦



## You can sell it everyday in the Cleveland **PLAIN DEALER**

The only Cleveland Newspaper that sells the city and the 26 adjacent counties

Here's how the Cleveland Market sells 4½ BILLION DOLLARS

COMMODITY	CLEVELAND CUYAHOGA COUNTY (000)	26 ADJACENT COUNTIES (000)	TOTAL (000)
Total Retail Sales	\$2,336,394	\$2,030,071	\$4,366,465
Retail Food Sales	589,775	510,796	1,100,571
Retail Drug Sales	88,498	55,405	143,903
Automotive	435,242	430,796	866,038
Gas Stations	146,580	176,027	322,607
Furniture, Household Appliances	125,120	104,022	229,142

(Source, Sales Management Survey of Buying Power, May 10, 1958)

\*Akron, Canton and Youngstown's Counties are not included in above Sales.

## The Cleveland Plain Dealer

Represented by Cresmer & Woodward, Inc., New York, Chicago, Detroit, Atlanta, San Francisco and Los Angeles. Member of Metro Sunday Comics and Magazine Network.



"I don't know who you are.

I don't know your company.

I don't know your company's product.

I don't know what your company stands for.

I don't know your company's customers.

I don't know your company's record.

I don't know your company's reputation.

Now—what was it you wanted to sell me?"

*MORAL: Sales start before your salesman calls  
—with business magazine advertising.*



McGRAW-HILL Publishing Company, Inc.



330 WEST 42nd STREET, NEW YORK 36, N. Y.





## Buy One? Call Miss Drake

There is money around. And if people aren't buying your product maybe you can learn the reason from —of all sources—a savings bank!

The Dry Dock Savings Bank in New York, an institution that was shaving its tender beard when the Civil War began, has been helping swell the profits for dozens of manufacturers, tourist agents and purveyors of services. Dry Dock's secret: choose, among hundreds of offerings, the best product of its kind—or the only one—no matter how much it costs. Then tell readers of *The New York Times* about it.

You needn't re-read that paragraph. You read it right the first time. This is a savings bank. It is advertising other people's goods or services. And

it has been doing so since the first of the year.

Each Tuesday and Thursday Dry Dock runs an ad in the *Times*. The ad is built around the bank's bi-weekly selection of a distinctive —sometimes unique—article or service. The latest offering: a 1919 Model-T Ford coupe for \$350. The previous one: a window greenhouse, that can be attached to most windows in 20 minutes by removing the sash and substituting the completely-assembled unit. Cost: around \$80.

The font of wisdom on Dry Dock's unique advertising campaign (the bank supplies inquirers with all information on advertised products at no cost, does not even solicit them after it gets their names) is a pretty

## THE HUMAN SIDE

BY HARRY WOODWARD

ex-New Englander, Sally Dominick. In the ads there's always a tag line: "For complete details, including where-to-buy-it information, call Miss Drake . . ." Miss Drake actually is Miss Dominick and she came into the picture when the bank decided to embark on this novel approach to advertising.

And she's having the time of her life, tooting around the countryside looking at material for future ads, handling all the public relations, advertising and promotion that go with the program. Everything connected with the campaign siphons through her hands.

"You get more mileage from a program if *all* the aspects are coordinated," she says.

### World-Wide Interest

On her desk are stacks of inquiries —letters, wires, telephone messages— from the New York area and from as far away as Europe. For the *Times*, of course, goes all over the world. People want further information on such Dry Dock-advertised items as an original Audubon print, a classical record library (\$150), a silver muffineer that's a reproduction of a Paul Revere design, a walk-and-wear boat (!), a hat with fishing flies decorations or a Safari to Africa (\$2500).

It was Les Pearo, a famous—and "retired"—advertising specialist who dreamed up the idea for Dry Dock's ad program. He thought Dry Dock would win lots of friends if it ran a sort of shop-hound service with no strings attached—an institutional-type campaign without hidden gimmicks. And on January 7 of this year the first ad ran.

The response was immediate. But Sally Dominick says she still gets calls from hesitant people who want to know if they must open an account with the bank to participate. Or if the item mentioned is given free for opening one. Or if neither of these things is true, then what's the angle? She patiently explains that there is none; that the caller's name goes no farther than the mail room.

But she also gets enthusiastic letters from people who write to say that they love the campaign even when they can't use the article or service and look forward to the Tuesday and Thursday editions of the



Sample No. E-56  
Size closed  
3" x 4 3/8"

*Not just during  
the Holiday Season . . .*

but all through the year, give memo books to your customers—distribute them at meetings, conventions and your trade shows. Have your salesmen give them out on their calls or insert them with your mail.

With your ad gold-stamped on the front cover and additional advertising copy printed on the inside of the cover, these memo books put your name right in the hands of the people you want to remember you.

Available in various colors and grains of genuine and imitation leather. Tell us how many you can use and we'll send a sample and give you full cost information by return mail.

## **ADVERTISING CORPORATION OF AMERICA** **Manufacturers . . . . Easthampton, Mass.**

### *Sales Management's*

#### **1958 COUNTY OUTLINE RETAIL SALES MAP OF THE U. S.**

**Shows**  
**at a glance**  
**comparative**  
**Retail Sales Strength**  
**of every county**  
**. . . 27" x 41"**  
**. . . in 6 colors**

1. All Metropolitan County Areas clearly defined.
2. County names . . . for all U. S. Counties . . . most legible of all the many outline maps we have seen.
3. Differences in retail sales volume indicated by County shadings . . .  
 Red—for counties with \$100 million or more.  
 Green—for counties with \$50 million to \$100 million.  
 Yellow—for counties with \$25 million to \$50 million.  
 Blue—for counties with \$10 million to \$25 million.
4. 1750 cities with retail sales of \$20 million or more.
5. City populations indicated—(as of January 1, 1958).
6. Special blown-up projections of all congested small-county areas, with county lines and names clearly indicated.
7. Special markings indicate counties whose family sales exceed U. S. family average.

PRICE: \$3.50 a single copy; \$3.00 each for two or more copies

**SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.**

How advertising in  
The New York Times  
Magazine  
makes a big  
business  
bigger



Joseph Love, Inc., is big business, producing over 3,000,000 children's dresses annually in 12 factories for more than 9,000 accounts.

And to stay big, Joseph Love relies mainly on one national consumer advertising force — The New York Times. Half the consumer advertising budget goes to The Times Magazine.

Why? Because department stores all over the country "pre-buy on the strength of The Times Magazine's pull in their cities," says Stanley Love, advertising director. "Stores like Joseph Horne in Pittsburgh, Filene's and Jordan Marsh in Boston and Hecht's in Washington and Baltimore."

Response in New York, of course, is immediate. A Fifth Avenue department store sold 120 dozen dresses after an individual listing in a Love advertisement. Department and better-price specialty stores find they need to re-order when a Love ad lists them as a local source.

And Rose Finkel, Gimbel's merchandise manager, credits a mention in The New York Times Magazine plus a tie-in window with selling between 500-600 dresses.

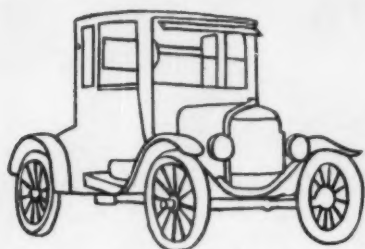
Mills, too, are influenced by Love's advertising in The Times Magazine. "They come to us with new fabrics. They want us to help them introduce new products through our ads," Mr. Love explains.

Want to make *your* business big . . . or bigger? You'll find the answer, too, in The New York Times Magazine, distributed exclusively every Sunday to more than 1,250,000 homes and better stores all over the country with

**The New York Times**

"All the News That's Fit to Print"





*Times* because of it. And Sally Dominick—who uses all the time she can spare from the desk part of the job, covering New York on foot and reading everything from mail order catalogs to sports magazines, in search of material for the ads—is in danger of becoming a captive audience of one. All her own fault, too. Some of the letters are so interesting she feels she knows the people. And then she starts going the extra mile for them. For instance: When she ran the ad featuring a baby Mexican burro for \$85 she got a letter from a lad who asked her to mail the info to his family. She did. Back came a nice letter from the family, who obviously smelled only burro, no rat. Sally thinks maybe she's involved in a conspiracy.

Or the call from a Columbia University professor. He was in charge of buying a retirement gift for a colleague whose field is Early American history. Sally found an antique silver bowl at the price of the kitty the professor's friends had collected.

On special days—like Thanksgiving—she plans to feature a gift with a heart. Instead of an item that will be useful or fun, she wants to build the ad around something like one of the foundations that enables big-hearted people to "adopt" a foreign orphan by providing money for his or her care.

The most expensive item she's used, thus far, is the African Safari. The least expensive is a reproduction of an antique silver muffineer at \$27.50. But price is no object so long as it is kept within reason. Nor does price seem to have much to do with an ad's pulling power. One of the biggest pullers was the telescope at \$995. So was a trip to Bombay by bus! On the other hand the burro has been a fantastic success. So has a set of relatively inexpensive foreign language records.

The reason: "We select the finest—no matter what the item or the service. People recognize quality. And quality will always sell." ♦

# BIGGEST GAIN IN GROCERY LINAGE AMONG THE SEVEN MAJOR PACIFIC NORTHWEST DAILIES

	1957 Linage	1956 Linage	Gain or Loss
TACOMA NEWS TRIBUNE . . . . .	2,582,208	2,462,354	119,854 (gain)
SPOKANE SPOKESMAN-REVIEW . . . . .	1,759,427	1,896,011	136,584 (loss)
SPOKANE CHRONICLE . . . . .	1,769,946	1,907,630	137,684 (loss)
SEATTLE POST-INTELLIGENCER . . . . .	1,059,356	1,122,951	63,595 (loss)
SEATTLE TIMES . . . . .	3,105,568	2,989,687	115,881 (gain)
PORTLAND OREGONIAN . . . . .	2,791,101	2,814,275	23,174 (loss)
PORTLAND JOURNAL . . . . .	2,738,664	2,685,480	53,184 (gain)

Total Grocery Linage (Daily Only); Source: Media Records, Inc.

## TACOMA NEWS TRIBUNE

TACOMA, WASHINGTON

Circulation more than 83,000

Represented by SAWYER-FERGUSON-WALKER COMPANY, Inc.

New York • Chicago • Philadelphia • Detroit • Atlanta • Los Angeles • San Francisco • Seattle



**\* On Radio**

**Music 'til Dawn**

**Disk Jockey & Donuts**

**The Egoist Gossiper**



# The After Midnight Sell

**\* On Live TV**

**Jack Paar**

**\* TV Feature Films**

**\* TV Horror Movies**



**By GEORGE F. HOOVER**

"Dear Bob Hall, Music 'til Dawn, WCBS, New York, N.Y.:

"Your music is a delight!

"Would you be so good as to tell me the selection which ended at 1:45 a.m. today? It was dreamlike and beautiful.

"Who arranges these programs?

"I feel it a duty as well as a pleasure to use American Airlines. Our family will continue to patronize your sponsor as a concrete expression of our appreciation of these splendid programs.

"One more request: Can you tell me who was the woman who sang on tonight's program about 1:30 a.m.?"

The night people. They listen. They buy. Let's start with the ones who sell.

There are few people at 485 Madison Avenue in New York City around 11:30 p.m. The entrance is dimly lit. There's only one elevator running. But there's a light in WCBS Studio 3 on the 21st floor.

The engineer, Fred Barbieri, keeps a close watch on the clock. One hand leaves the turntable while the other

turns a dial. A rush of music comes out of the overhanging loudspeaker.

Through the control booth window, you watch announcer Bob Hall: "American Airlines greets you with Music 'til Dawn." The theme music



**LOTS OF sleep is lost over The Jack Paar Show—but not by NBC salesmen.**

swells again. Hall then continues from memory:

"And a very good evening, everyone . . . This is Bob Hall with a "welcome aboard" American Airlines' Music 'til Dawn. I'll be here from now until 5:30 tomorrow morning keeping a musical watch throughout the night. To help us while away the hours . . . recordings to fill your night with beautiful music. The news and weather . . . every hour on the hour from now 'til dawn. The next six hours of easy listening presented by America's leading airline . . . American Airlines." [AA revenues last year: \$305,956,000.]

April marked the beginning of the sixth year that Bob Hall has greeted the night people with music 'til dawn. He was the first. But across the country, six nights a week, Hall and eight counterparts on five CBS owned and operated stations and four independents produce hard results from a soft sell of classical, semi-classical and popular music.

The five CBS stations which air MTD are WCBS, New York; WBBM, Chicago; WTOP, Wash-

ington; KCBS, San Francisco; KNX, Los Angeles. Independents are WBZ, Boston; WWJ, Detroit; KRLD, Dallas; WLB, Cincinnati.

Who listens? A special Pulse survey reports the largest listening group (44.1%) is in the 30 to 44 age bracket. What's even more important to sponsor AA is that 32.2% of the listeners fall in the Executive, Manager and Proprietor, Professional and Technical, and Sales occupational categories—prime potential customers. And according to Sherry Heath, AA account executive at Lennen & Newell advertising agency, a full 90% of listeners are "potential passengers."

### Low-cost Coverage

According to projections made from the Pulse study, the nine local *Music 'til Dawn* broadcasts reach an average weekly audience of 3,973,739 in America's major markets. With low production and time costs, MTD boasts an almost ridiculous cost-per-thousand of 38 cents.

That 38 cents produces some pretty fine results. A glance through a mountain of unsolicited letters (the nine stations receive a total of about 3,000 a year) and suggestion forms filled out by AA passengers discloses responses like the following:

"Trip is pleasant, service as usual quite courteous. I'd also like to compliment American on its all-night music programs throughout the country—they are quite nice; especially to those of us who are often up late and drive around the country. The programs have won you at least one permanent customer." Sponsor identification is high. Almost 40% of the letters received mention or thank American Airlines.

That's what Bob Hall tries to produce as he talks into the microphone of WCBS during the hours when most people sleep. "Sometimes you sit there behind the mike and wonder if there's anyone listening at 4 a.m. on a Sunday morning," he murmurs. "And then I mention that and the next week I get about ten letters from people who say, 'We're listening.' It makes you feel damn good."

"And the fact that so many people express a preference for American Airlines when they travel also makes you feel proud of both the show and the sponsor."

*Music 'til Dawn* was born because AA president, C. R. Smith, a night owl at times himself, couldn't find anything decent to listen to when he was working late at home. He talked it over with Dr. Frank Stanton, president of the Columbia Broadcasting System. Soon about 20 ideas for



### On The Lobster Shift

What do you do while the world is dark? Bob Hall, producer-director John Chanin (he selects the music) and engineer Barbieri have found various ways to pass the time while they furnish *Music 'til Dawn*. They play gin rummy ("Bob usually wins.") and read books. For a time, Bob and Fred were on a painting kick—with canvasses numbered for color. They've all built model planes. Now and then Hall brings in practice golf putting equipment. He and Chanin set it up in the studio and rehearse for their occasional matches on the green. ("We're pretty equal on that score.")

At Christmas time, Hall's wife Angela says, "You've got nothing to do all night so you can address the Christmas cards." He does.

And of course there's coffee. Says Chanin: "Bob buys it, Fred and I take turns making it. We tried all kinds of brands, then finally stuck with Chock Full O'Nuts."

Says Hall: "If I buy it, I'm not going to wash the pot."

The MTD trio agrees working the lobster shift has both advantages and disadvantages. On the plus side: "There's no parking problem. We get more time to spend with our families, especially the kids, than do people who work nine to five. And it's relaxing, there's no undue pressure from the brass. We only hear from the executives by memo and that's not hard to take. Neither is the money." (John and Fred get 10% additional pay for working from midnight until morning.)

On the debit side: "The only big disadvantage is that you have to leave your wives alone at home and your social life is restricted." Says Chanin: "You can't watch nighttime TV, but from what I see on the week ends that's no loss."

New Year's Eve is a tough time to make your wife stay home, so Hall and Barbieri bring them to the station. Bachelor Chanin has brought dates. But by the time December 31, 1958, comes he'll also have a wife to bring. They set up a small buffet in the studio and dance to the program's music.

When do they get tired? "We all start yawning around 3 a.m.," says Hall. "Then from 4 to 5:30 the time really drags. It's worse on Sunday morning when we broadcast until 7:30. The clock reaches 5:30 and you think it's time to close up. Then you realize you've got another two hours to go. So you drink another cup of coffee and play some more music."



an all night show were submitted. One was *Music 'til Dawn*. It was to start in New York, then go into other markets.

From over 60 announcers who auditioned for the job, the relaxed voice of Bob Hall (radio's "Green Hornet" from 1943 to 1947) was picked.

Aside from the news and weather reports every hour on the hour and the four or five commercials each hour, Hall does little talking on the show. He says, "I don't talk much because at three and four in the morning, people don't want to listen to lectures.

"I think the important thing with this program is the music—not me. I'm there as a crutch more or less. On some other stations, guys rattle on and on. I don't want to set myself up as a critic or an expert. I just want to play the music for the music's sake and give the vital information about the records."

Although Hall is under contract with CBS, American Airlines gets more mileage out of him than the radio show alone. He talks company progress over with company representatives about every other week. He attends New York sales meetings and

dedications for new airplanes and facilities.

Once a year, as all *Music 'til Dawn* announcers do, Hall spends two weeks flying around the country via AA. It's a vacation for him, but it also gives him a chance to inspect the facilities he talks about during the commercials.

Just as Bob Hall and his MTD mates are getting up a head of steam for the night, lights are slowly going out at the National Broadcasting Company's Hudson Theatre studio off Times Square. Another night salesman—Jack Paar—gets into a chauffeured, long, black Carey limousine furnished by NBC and heads for his home in posh Bronxville, N. Y., about 15 miles north of Manhattan.

Paar begins his worknight at 7:15 p.m., New York time, when he arrives at the Hotel Algonquin, near the studio. He takes care of business and discusses future scripts with his writing staff until 8:30. Then he goes to the studio for commercial rehearsals.

#### Paar's A Proud Salesman

NBC schedules three one-minute commercials each half-hour. Some quarters of the press have reported that Paar doesn't like doing commercials. Bill Sargent, NBC's director of participating programs and top man on *The Jack Paar Show*, has a quick answer to this:

"It's wrong. In a way it's a sign of success to Jack. He's always said he was the guy CBS couldn't sell. Now he's very proud that people buy his products."

The people must buy because NBC has had considerable success selling Paar. The show currently has 17 participating sponsors. First quarter 1958 figures (January-March) reveal that 243 participations have brought \$1,823,000 to the network. This represents a 525% increase over the same period last year when *Tonight*, which occupied the same spot, realized only 39 participations and billings of \$292,500.

In the face of increasingly stronger TV movie competition, NBC has stuck steadfastly to its philosophy of live programming during the late hours. In the early fifties the net offered *Broadway Open House* starring Jerry Lester. In 1954 it introduced Steve Allen and *Tonight* to the country. The country liked what it got—*Tonight's* first week on the air drew a Trendex rating of 9.8 compared with 4.4, the overall rating average pulled by competing local shows on CBS stations in a seven-city recall survey.

## SELL THESE 349,508 "MEN-OF-ACTION"

Only the ROTARIAN brings your sales message to this concentrated "action audience"

and . . . this "man-of-action" has an average income of \$14,429 to make him an active customer for automobiles, insurance, sporting goods and stock and bond investments.

THE ROTARIAN reaches 349,508 "men-of-action" at the low, low cost of only \$3.78 per thousand! SEND FOR YOUR FREE COPY OF Market Facts, Inc., complete study of the ROTARIAN reader—the man who can buy your product—today!

**The Rotarian**

An International Publication

1600 Ridge Ave.,  
Evanston, Illinois

**79%**

are active in business management



**90%**

play an active part in company buying!



**84%**

are active homeowners!



**54%**

are in companies operating 1,265,217 trucks!



**82%**

are active travelers! (more than 13 major trips a year)



**53%**

actively influence the decision to buy civic and community activities needs.



Sargent says *Tonight* was designed as a "new product research laboratory" to find and develop new talent for the network. Allen turned out to be a new product that people bought. In the summer of 1956, NBC threw him against CBS' entrenched Ed Sullivan show (Sunday 8-9 p.m.) and cut his workload on *Tonight*.

A year ago January, NBC still had the name *Tonight* but the format was different. With Jack Lescoulie as host, the program took viewers via remote pickups all over *America After Dark*. The viewers didn't want to go.

Says Sargent: *America After Dark* was probably the best planned television show that ever went on. But it failed. One reason was not enough money. There were labor problems. We used non-professionals (newspaper columnists) on the remote locations. And I've never seen the press so dedicated to killing a show."

It was pill-gulping time at NBC. The ratings were low and so were the billings. The smart guys were saying, "You can't beat the films, so let's give it up." The network didn't. In spite of all the advice to the contrary, NBC President Robert Sarnoff handed down his decision: "We'll stick with live programming."

#### A "Mood" Show

Before there was a show, there was a mood. NBC wanted something "friendly and relaxed."

Sargent remembers that "we used phrases to ourselves like, 'Let's go visit the family next door. Meet new people. Have a few laughs.'" They looked for a host and found Paar. "We'd never forgotten Paar. Working on our *Today* show, we had watched him on CBS' competing morning show and liked him. At the time we approached Jack, he was doing only radio and he was happy to have another chance at stardom."

Paar's beginning efforts at the end of last July were somewhat shaky. The show was "blasted" by many critics. "We listened to the critics," says Sargent, "and made some changes. Then for a reason we don't really know, people and stations flocked to the show. I've been here since 1950 and have never seen as much press coverage on any other show. Of course we're grateful."

By November 1, the show was being carried on 76 stations, the largest number ever to televise NBC's late night live offering. By last month that number reached 114. Ten of them are affiliated with NBC's network competition: six CBS, four ABC.

According to A. C. Nielsen, 1,743,

000 homes, on the average, are tuned to Paar's show each night. Mail addressed to Paar comes in at the rate of almost 3,000 letters a week.

Around NBC's Rockefeller Center headquarters, they call Paar "Jack the Lion Killer," because of his success against the late TV movies on CBS stations—many of which are MGM features. For a while he beat the movies in most markets. But in February, the movies pulled ahead again in the ratings tug of war.

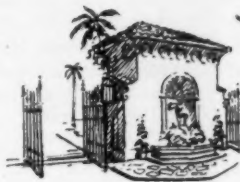
Since *The Late Show* (11:15 p.m. to around 12:45 a.m., seven nights a week) was first introduced by

WCBS-TV seven years ago, it's been top dog in New York at night. Hal Hough, program director, and William Lacey, film department manager, are quick to produce a list of 30 shows offered by New York competition during the past seven years that "have tried and failed against *The Late Show*." Then they'll add, "This is not a complete list—there have been others."

What goes on at WCBS-TV is no doubt indicative of what goes on at the other 50 stations (both CBS affiliates and independents) which use *The Late Show* title ("We own the

## YOUR CONVENTION DESERVES

# Boca Raton



It would be difficult to imagine  
any other place with so much  
to commend it to your requirements.

Over the years, Boca Raton has been the scene of many of America's most distinguished Conventions—a virtual "Who's Who" of leaders in every field whose position and rank are undisputed.

Every facility essential to the smooth functioning of a Convention is here at Boca—meeting rooms of every size, a real theatre with full stage and screen facilities, and at your disposal, Boca's own expert Convention Staff.

Boca Raton is a world-famous resort hotel, too. Set in 1000 acres of superbly landscaped gardens... Two great golf courses, 27 holes, are directed by Slammin' Sam Snead... Mile-long private beach, a really smart Cabana Colony, two olympic swimming pools, Gulf Stream fishing, tennis courts and high-goal polo. Food is the finest you could enjoy... and, of course, dancing and entertainment.

There is much more we'll be glad to tell you. Just ask  
L. (Ike) N. Parrish, Convention Manager, Dept. 4A



# Boca Raton

## HOTEL and CLUB

BOCA RATON, FLORIDA • STUART L. MOORE, President

National Representatives: Robert F. Warner Inc. • New York • Chicago • Washington • Boston • Toronto

## OPEN SESAME TO SALES IN MEMPHIS!

by  
Harold F. Walker  
Vice-President, Sales  
WDIA



Right now, the door is wide open for bigger sales and profits for you in Memphis! We've wrapped up 40% of the market—the Negroes in the Memphis market area! And the *only* medium that sells this high volume market is Radio Station WDIA!

### KEY NO. 1: LISTENERSHIP!

You can't reach this market with any other radio station, or any other medium! First station in the area to program exclusively to Negroes . . . and Memphis' only 50,000 watt station . . . WDIA literally dominates sales contact with the Memphis Negro!

By a program of active public service, WDIA has become an integral part of the Memphis Negro's life! He first listens to WDIA . . . then buys the products advertised on his station!

### KEY NO. 2: BUYING POWER!

Within WDIA's listening pattern are 1,237,686 Negroes—almost 10% of all the Negroes in the entire country! They earned \$616,294,100 last year. And they spent—on the average—80% of this income on consumer goods!

In point of fact, Negroes in the Memphis area have a higher comparable income than Negroes in any other section of the entire country . . . three times the average comparable Negro income in Philadelphia . . . almost five times the average in New York!

### KEY NO. 3: SALES RESPONSIVENESS!

Last year, the Memphis Negro market bought 47.9% of the sugar sold in Memphis . . . 56.2% of the tooth powder . . . 52.7% of the face powder . . . 78.4% of the packaged rice!

WDIA consistently carries more national advertisers than any other radio station in Memphis!

BLUE PLATE FOODS . . . EDSSEL  
AUTOMOBILES . . . GENERAL  
FOODS CORPORATION . . . GROVE  
LABORATORIES . . . KELLOGG  
CORN FLAKES . . . KROGER  
STORES . . . WILSON & COMPANY  
. . . PURE OIL.

We've got the market—and the medium! Why not drop us a line? We'd like to show you how WDIA can open the door to high volume sales and profits for you . . . in the sales responsive Memphis Negro market.

WDIA is represented nationally by  
John E. Pearson Company

EGMONT SONDERLING, President

BERT FERGUSON, Exec. Vice-President

title but anyone who wants to use it can. Imitation is . . .").

During its lifetime the program has reached more than a billion persons (an estimated 1,688,826,000 — based on Telepulse averages of two viewers per set).

The latest Nielsen ratings gave *The Late Show* a 14.7 compared with Jack Paar's 10.7, Monday through Friday. At two viewers per set, the 14.7 figure represents more than a million viewers per night, according to Hough. Saturday is the big night for the *Late Show*. Then it scores a 28-30 Nielsen and obtains a two million audience.

On the first *Late Show*, commercials were given for three participating sponsors. By April of this year, the show was carrying over 70 spot announcements per week representing 37 sponsors. Lacey says the show is 80% sold out the year around.

A glance at the February 1951 rate card and a comparison with the latest WCBS-TV card is a quick indication of growth of TV viewing and of the show's success. Base rate per minute seven years ago was \$200. Now that same amount of time goes for \$1,700 at the base rate.

### Live vs. Films

As strongly as NBC and Bob Sarnoff believe in *live* late night programming, Hough believes in *films*. He says that "after a certain amount of time, people get tired of one personality night after night. But they can't get tired of the films. We give them new personalities every night. And many of the film stars are names that have proven themselves good box-office for over 25 years."

Hough says who wants to look at Jack Paar every night when *The Late Show* gives them Gable one night, Hepburn the next, and completes a triple play with Lana Turner.

He looks at the slight decline Jack Paar has experienced in recent months as proof of his contention. But NBC figuratively says that the competition "just threw a batch of new films at us and gave them the hard sell."

Including its recent purchase of 700 pre-1948 Paramount films, WCBS-TV now has over 2,100 motion picture features in its library. The film to pull the highest rating was MGM's *The Hucksters*—starring Clark Gable and Deborah Kerr—shown last April 12.

What sells? You name it: cars, cigarettes, appliances, detergents, medications, cleaning products. They're all sold to the night people.

And when *The Late Show* is over, WCBS-TV is still selling with its

*Late Late Show*. Every motion picture which has appeared on the two WCBS-TV major feature film slots has also been shown on this presentation. In April, Nielsen gave the show an average rating of 6.3 for seven nights and reported that 56% of the people watching are women.

*The Late Late Show* was first aired in May 1951 on a once a week basis. November 1, 1953, saw it scheduled seven nights a week. In 1954, the station executives wondered if the effort was worth it. They asked viewers: "Why do you want the *Late Late Show* to continue nightly?" Within ten days 13,000 reasons "why" had come into the stations. [Ed. note: A few personal friends have even voiced a desire for a *Late, Late, Late Show*.]

### "I Like It Because . . ."

Hal Hough isn't sure where the letters are today. But a faded photo-stat from *Sponsor* magazine gives a few examples.

Among the letters quoted:

"I work until 11 p.m. so that by the time I get home my family is already bedded down for the night. My neighbor also has the same problem but in reverse. He's a milkman and gets up about the same time that I get home . . . *The Late Late Show* . . . has made us better friends."

From a housewife:

"My husband works nights as a bartender and does not get home until 2 o'clock in the morning. I have to stay awake so I can fix his supper. If it were not for *The Late Late Show* I am afraid I would fall asleep, and then my husband would be one hungry fellow."

With a base rate of \$300 per commercial minute, the *Late Late Show* is between 50 and 60% sold on the average. At sign-off time, viewers are invited to "tune in *Music 'til Dawn* on WCBS radio."

The third network flagship station in New York—WABC-TV—wasn't doing so well in the ratings picture before last October. Its film offering was only pulling a 2.5 Nielsen rating. Enter *Frankenstein*, *Dracula* and the rest of the *Shock* films guys and ghouls.

On a Thursday, Friday and Saturday night *Shock* schedule, WABC-TV's rating was hyped to 5.1—a 104% increase in viewers. An average mail pull of 100 letters per week, many asking for photos of the "monsters," was one reason why the station expanded the *Shock* format to six nights a week last month.

A roster of 26 different participating sponsors have purchased 68 min-



utes of the 72 minutes available for commercials each week.

The *Shock* idea is a popular one. Currently being shown in over 100 cities, *Shock* movies will be going on for some time. Taking a cue from Hollywood, Screen Gems, Inc. (a Columbia Pictures Corp. subsidiary), is offering a new monster package under the title, *Son of Shock*.

With its *Shock* format, WABC-TV fights its New York competition by being different. WABC radio also broadcasts to the night people under the same philosophy. While one WNBC staffer compliments *Music 'til Dawn* and admits his station's post-midnight programming "isn't much," WABC is proud of its . . . and is getting prouder.

Since the beginning of *Operation 60,000*, mail addressed to all-night disk jockey Allan Jefferys (midnight to 6 a.m.) has increased 250%. *Operation 60,000* stands for a poll taken of 60,000 radio listener's music preference. Preference on this show is "sweet" music.

#### Listeners Get Coffee And . . .

Jefferys' audience consists mostly of people who work during the night. From letters and surveys WABC has found listeners include employees in post offices, hospitals, airline terminals, bakeries, printing shops, railroad yards, diners and truck drivers.

He won't conduct contests to boost listener interest but he will call up a place where people are working and offer to send "some coffee and donuts to all your people." A WABC spokesman says, "Our coffee and donut bills are pretty high, but we get a lot of good will out of it."

Not everyone plays music for the night audience. Jack Eigen, former New York announcer who achieved a sort of fame through Fred Allen and was torn down by the press, is still making a good thing out of night club interviews in Chicago.

Between 11:15 p.m. and 1 a.m. over NBC owned WMAQ, Eigen is heard from Chicago's *Chez Paree* in about 43,000 homes. Approximately 80% of the show is chatter with personalities, waiters, celebrities. And if no one's in the club he'll find a way to make out anyway. One stay-at-home winter's night last year when the club was empty, he interviewed his engineer.

An "egoist and a big name dropper on the air," Eigen also gives Chicagoans a chance to sound off. During "Gripes in the Night" segments, listeners phone him and complain about holes in the streets, flat beer, or whatever they want.

Eigen is good proof that there's an audience after midnight. His mail pull is second only to WMAQ's Phil Bowman Show (11 a.m.-1 p.m.). A couple of case histories can also prove that the audiences will accept things for free—or pay for them.

When a Chicago alderman sponsored a day at Chicago's Riverview Park, he advertised free tickets on Eigen's show. Requests totaled 10,000.

After the Canadian Ace Brewing Co. reported a 15.6% sales increase over a seven-month period, the firm's president, Allen H. Schultz, said

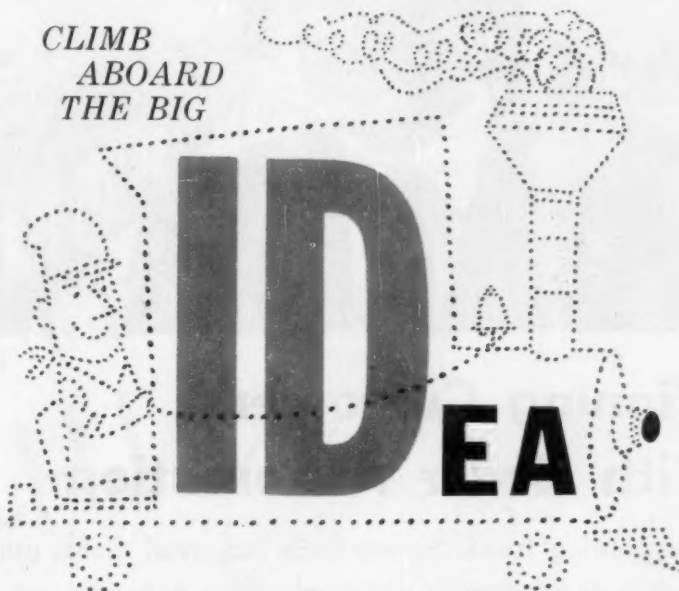
Eigen had been "very instrumental in helping us increase sales."

Out of a possible 21 participations per night, Eigen averages 15 to 17 commercials. Among sponsors: P. Lorillard Co., Universal Air Lines, Voice of Music (hi-fi, phonograph equipment), and Slim Vims.

Eigen recently found that a voice in the night can produce some pretty strange results. A few days after he had talked about horses on the show, he received from a Brownsville, Tex., listener one live Mexican burro.

They've got some weird ideas, those night people. But they buy. ♦

## CLIMB ABOARD THE BIG



How do your first six-months figures look? Profits feeling the pinch? Costs rising faster than sales? Then now is the time to turn loose the big IDEA.

Add extra wallop to your "selling-power".

That's how to get more sales per salesman per call. And it works best when you make friends with your distributors.

Remember . . . your distributor salesmen are local men who have an "in" with all the important buyers in their area. But they have several lines to sell. Make sure it's your products they talk up.

How broad is your line? How adaptable? Are you researching new markets? Tell them! Do you furnish sales aids and product information?

Talk to them as often as you can . . . through their one and only magazine . . .

## Industrial Distribution



A McGraw-Hill Publication • 330 West 42nd Street • New York 36, New York



**WITH JUSTIFIABLE PRIDE**, Norman W. Foy, vice president in charge of sales for Republic Steel Corporation, stands in the center of the control switching center at Cleveland, listening to the hum of orders on the company's new automated order processing system. Foy claims the system, reputed to cost \$1 million, is the "fastest and most efficient which modern business equipment can provide."

## Winning Customers With Order Automation

It's a growing trend. Survey finds industrial giants using private wire electronic communications networks to:

- lower customer inventories
- replenish warehouse stocks
- coordinate distributors
- speed deliveries
- expedite billing
- trace orders

**By NATHANIEL GILBERT**

"Republic's share of the steel market will ultimately be determined by the amount of services it can extend to its customers. These services will depend on the speed and scope of its marketing information."

The speaker is Norman W. Foy, vice-president in charge of sales for Republic Steel Corp. He is standing in the company's central control switching center at Cleveland, surrounded by batteries of electronic tape order reproducers happily humming and chatting tonnages, product classi-

fications, product descriptions, specific steel "mixes" and a host of other pertinent data necessary to fill the hundreds of orders which are transmitted hourly through the center.

Foy is justifiably proud of Republic's new \$1-million order processing system which he claims is the "fastest and most efficient system for handling customer orders and inquiries that modern business equipment can provide."

"In the past, from three days to as much as a week were required be-

tween receipt of an order at a district office and scheduling at the mill. District sales managers had to wait from 60 to 90 days for reports to be compiled and analyzed before taking action—that's like trying to drive a car by looking out of the rear view mirror," Foy explained.

"Today, our new order processing system can transmit completely detailed orders to the mill the same day they are received at the district offices. With the recession forcing our customers to keep their steel inventories at their lowest point in a decade, the ability to speed up order processing, mill scheduling, and delivery dates should soon be reflected in Republic's growing share of the market," said Foy.

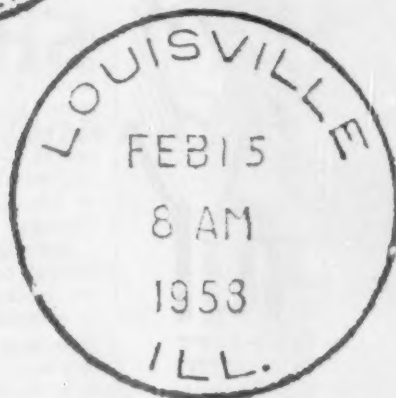
He stepped over to a bank of computers analyzing last week's shipments. "Within the next six months," said Foy, "we expect to be able to analyze order backlog and generate a quota system based on recorded norms on a product by product, market by market basis."

"We are also experimenting with automated production control, using information automatically generated from the present order system as the input to a computing system with a mill schedule memory. This will eventually give us precise information about mill loads, availability of equipment, and similar data. The costing

The postmarks are actual reproductions



Ladies  
in Louisville  
prefer Grit to  
the LHJ



It's a rare lady from Louisville, Ky., who has ever heard of Grit—but the ladies in Louisville, Ala., Ill., Kans. and Tenn. live by it! They are small towners, you see, and in their neighborhoods Grit outsells even the Ladies' Home Journal.

Grit fits perfectly into national consumer campaigns. With 59% of its 900,000 circulation concentrated in towns of 2500 and fewer, Grit helps you correct the metropolitan bias of most mass media . . . helps give you *balanced national*

*coverage.* And it will cost you only 2¢ or less of your advertising dollar for a sustained courtship of these lovely small-town ladies and their heavy pocketbooks. Closing is just 9 days prior to the Sunday masthead date . . . you can start right away!

Grit Publishing Co., Williamsport, Pa. • Represented by Scolaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia; and by Doyle & Hawley in Los Angeles and San Francisco





# Unusual



## UTICA GIFT TOOL KITS!

Prize selections of deluxe, midget and full size hand tools in handsome carrying cases... fine grain leather or colorful plastic. Guaranteed quality. Gifts of lasting usefulness for customers, business associates or friends.



WRITE FOR  
**FREE**  
COLORFUL  
CATALOG  
Many selections for  
every budget!  
Quantity Discounts!

# UTICA

## GIFT TOOL KITS

Address Inquiries to Business Gift Dept.  
**UTICA DROP FORGE & TOOL DIVISION**  
Kelsey-Hayes Co., Utica 4, New York



Hallmark of quality in Hand Tools since 1895

of several mills is being worked out experimentally by this method now," said Foy.

The new system links district sales offices to centrally located service centers where customers' inquiries are answered, and where orders are processed and scheduled to producing mills. It is at these service centers with their "teams" of order process experts that orders are cleared and assigned to the appropriate Republic mill.

Here sit the four men—metallurgist, sales order expert, mill schedule specialist, and a sort of *post hoc* order expeditor—who decide, on the basis of time, cost, equipment availability, quantity and quality, which mill gets which order. There is one service center for each mill product group: for bar, pipe, sheet and strip products at Cleveland; for cold drawn, alloy, stainless and titanium products at Massillon; for wire products at Chicago.

Republic believes that by clearing through central service centers where the detailed situation at each mill unit is consolidated into a total picture, it is in a position to provide better service.

F. R. (Russ) Widmer, assistant manager of Republic's Commercial Research (marketing) Division and the man who masterminded the sales side of the new AT&T system, sums up his feeling about the system: "In the postwar era, Republic's growth increased to the point where we either had to decentralize or develop a rapid communications system. The new communications system enabled us to

retain the *line status* of many experienced executives who would have otherwise become *staff members* not immediately concerned with day-by-day decision making."

"Russ" Widmer explained the new system in detail. It is built on Republic's original Teletype network which was installed in 1937—"first in the steel industry." The original network has been expanded to link the company's eight basic steel plants and key fabricating centers with the new service centers and district sales offices.

In addition to this expansion and incorporation of automatic switching, the teletype machines have been provided with special keyboards to allow the duplication of the mill order forms, shipping schedules, shipping notices, control records and invoices. The technical foundation of the system is the ability of these machines to produce, read, and reproduce "common language" paper tape. Information can thus be added, carried or "read" anywhere along the communications line by a variety of machines, from simple teletype to complex billing and data processing computer units.

All systems offer their corporate masters the following benefits: virtually eliminate human error in transmission and calculation of messages; save time; eliminate space consuming storage of records; provide statistical information quickly; permit rapid analysis and control of production and distribution; eliminate duplication of forms and files. At Republic, the speed and efficiency of the system made possible one basic form (designed with

A tough case...

your catalog armored

with **LAMCOTE!**



Merchandising catalogs get more daily abuse than any other case-bound cover. For that reason, more and more catalogs, Christmas- and greeting-card display albums, wallpaper albums, swatch and pattern books are being produced with LAMCOTE® overwrap. Paper stock and printing are *armored* against damage by abrasion and careless handling. LAMCOTE makes *any* printed surface brighter, richer. To make *your* case-bound covers *stay* new, crisp, eye-catching... LAMCOTE 'em! Call, write or wire us for details.

**PROOF:** Chicago Testing Laboratory reports 1000 cycles on Tabor Abraser using No. 17 disc, showed no visible damage to printed copy protected with LAMCOTE. The same test wore completely through unprotected printed stock.

# ARVEY CORPORATION

Since 1905



3500 N. Kimball Ave., Chicago 18, Ill.  
300 Communipaw Ave., Jersey City 4

SALES MANAGEMENT

the help of Standard Register Co., Dayton) for sales, order and billing functions that replaced 33 different forms previously used!

Republic's order processing system has its counterparts in other industries. Alcoa's extensive year-old system ties together 69 sales offices and 29 plant locations through 20,000 miles of leased wires. The Olin Mathieson private wire system now serves 152 offices and plants. It has more than 16,000 circuit miles and is handling in excess of 60,000 messages and orders per month. Several divisions already are handling orders in "a matter of minutes as compared to two or three days previously."

According to General Clinton F. Robinson, president of The Carborundum Co., the firm's "total systems" concept is the most completely unified, compatible system to be adopted by a manufacturing concern.

Prior to installing its Remington Rand Univac data processing system, Carborundum was having difficulty with rapidly rising costs in conjunction with its over-taxed methods of order processing. The old system was known to lack the flexibility needed to provide the improvements required to give better customer service and firmer management control.

#### Tight Timetable

Training of personnel, programming of procedures, and installation of the Univac data processing system followed approval by Carborundum's board of directors in September 1955, a month after Republic's board had given their affirmation. The simplest procedure, payrolls, was geared to the system in February 1957. Republic installed their first payroll machine in January 1956.

Although company functions are organized into 10 operating divisions and subsidiaries in the United States, Carborundum's initial installation embraced three divisions headquartered at Niagara Falls—Coated Abrasives, Bonded Abrasives, and the Electro Minerals Divisions. [See SALES MANAGEMENT, May 2, 1958, p. 68 ff.]

Today they are served by 12 sales offices and warehouses strategically located from coast to coast. Six of these offices are already integrated into the system. About 1000 orders calling for the shipment of great numbers of bonded, coated and electro mineral products are received daily by the sales offices. These orders may be filled directly by regional warehouses, by extra-regional warehouses which are part of the system, or from the factories themselves. In any event,

*Now! You can prepare your own visual aids on-the-spot as easily as this ...*

## New Ozalid® Projecto-Printer Kit

*Simple, speedy way to make transparencies for overhead projection*

There's no more need to be a photographic technician in order to prepare your own transparencies for overhead projection. With Ozalid "do-it-yourself" Projecto-Printer Kit, *anyone* can prepare on-the-spot transparencies from visual materials contained in textbooks, manuals, charts ... in fact, any printed material. You can get dozens of new visual effects and colors, inexpensively, *in minutes*. No darkroom and no trays! And this amazing new kit is completely portable.

Ozalid has set up a nationwide network of visual aids dealers to assure you of helpful advice and fresh materials. For the name and address of your nearest dealer, plus informative literature, mail coupon below.



**EXPOSE**... Place original and Ozalid paper together. Set timer. Expose.



**DEVELOP**... Process exposed negative and positive film together.



**PEEL APART** ... and you have it ... a transparency for projection. For translucent originals, it's even simpler!



A Division of  
General Aniline  
& Film Corporation

Ozalid, Dept. II-G-6  
Johnson City, N. Y.

Please send literature on "Projecto Printer" and name of nearest dealer.

Name \_\_\_\_\_  
Organization \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_  
State \_\_\_\_\_

the movement of goods must be interpreted for production and sales action.

Order processing and inventory control functions formerly requiring seven or more days to accomplish can now be handled in much greater detail by the Univac data processing system in approximately eight hours.

Carborundum's Univac system now offers all the advantages listed for Republic's system plus: (1) automatic listing of stock items for distributors and large volume customers; (2) simplified classification of all Carborundum stock items so that they can be ordered by number without necessitating product description on the orders.

Frederick T. Keeler, Carborundum's director of marketing, reports the following information available to market research: (1) sales by markets; (2) sales by product; (3) sales by channel of distribution; (4) analysis of performance in order filling of "shelf" items; (5) time of manufacturing cycles; (6) sales trends by commodity groups; (7) industry participation (share-of-the-market) studies.

According to Robert C. Bennett, Jr., general vice-president of National Electric Products Corp., "IDP" — integrated data processing — "had bound National Electric's district offices, branch warehouses and factory facilities into a single unified market outlet for the United States."

Bennett is referring to National's 5,000-mile communications network which was officially "opened" in April 1957. At the company's main plant in Ambridge, Pa., incoming orders are automatically punched into electronic paper tapes, checked and passed on to

machines for inventory recording, billing and production scheduling. Specific inquiries can be forwarded to inquirers in a matter of half an hour or less. At the present time, almost all of the company's dozen district offices and warehouses have both ordinary teletype and electronic tape transmission machines for relaying inquiries and orders to Ambridge.

For a look at a company with a modest national rapid communications system—one that is as far from order automation as oaks from acorns—we went to B. E. Phillips, general sales manager of the Industrial Truck Division of Clark Equipment Co.

Clark's 13,000-mile leased wire Dealer Network System (from Western Union) was recently opened to connect 101 independent Clark equipment dealers with all Clark plants, sales offices and each other.

According to Phillips, the new system is designed primarily to speed deliveries of new machines and service parts to Clark customers. The in-

stantaneous transmission of questions and answers by teleprinter will provide the following advantages to Clark's customers.

(1) Delivery time for parts ordered from the Central Parts Division through the dealer will be cut by four to six days.

(2) In most instances emergency orders for parts will be shipped the same day the customer orders them.

(3) Orders for new machines in stock will be filled as much as one week earlier than previously, and possibly within three or four days from the time the order is placed.

(4) Orders for new machines which are not in stock and must be manufactured will be filled up to one week earlier.

Through the communications center in Clark's Buchanan, Mich., headquarters, a dealer may contact any other Clark distributors in the country to locate special machinery or even obsolete parts.

Phillips feels that the system will prove significant in preserving and building dealer relationships by eliminating costly and time-consuming telegrams and phone calls and the misinterpretation of verbal orders.

Although "it is too early to interpret the results in terms of sales," Phillips says that dealers have received the new system with utmost enthusiasm.

Above and beyond all the talk of time and turnover and sales and service is this comment by a spokesman at Olin Mathieson Chemical Co.:

"We feel that the service marks Olin Mathieson as a modern progressive company. Judging by the number of orders carried on our system, our customers know it too."

How's your electronic pulse? ♦

## Order Processing Potential

Within a decade we believe there will scarcely be a single large or medium sized business which does not use data processing in its operations. By the end of 1960, we expect the more than 10,000 advanced systems now in use to have risen to 47,000. Of the 3,500 private line teletypewriter systems currently in service, an estimated 400 of these involve data processing to some extent. The number of private line teletypewriters in service has shot up from 25,000 in 1950 to approximately 65,000 at this time.

Stanley F. Damkroger

Asst. Vice President—sales and service  
Operation and Engineering Department  
American Telephone and Telegraph Co.

## The Future of Business Automation

Automation is nothing to fear. It is a very simple thing. The man who regards this subject as a tool for building not only his business, but the building of our economy and bettering our way of life tomorrow, is a man who sees the future as something to look forward to and not to tremble about.

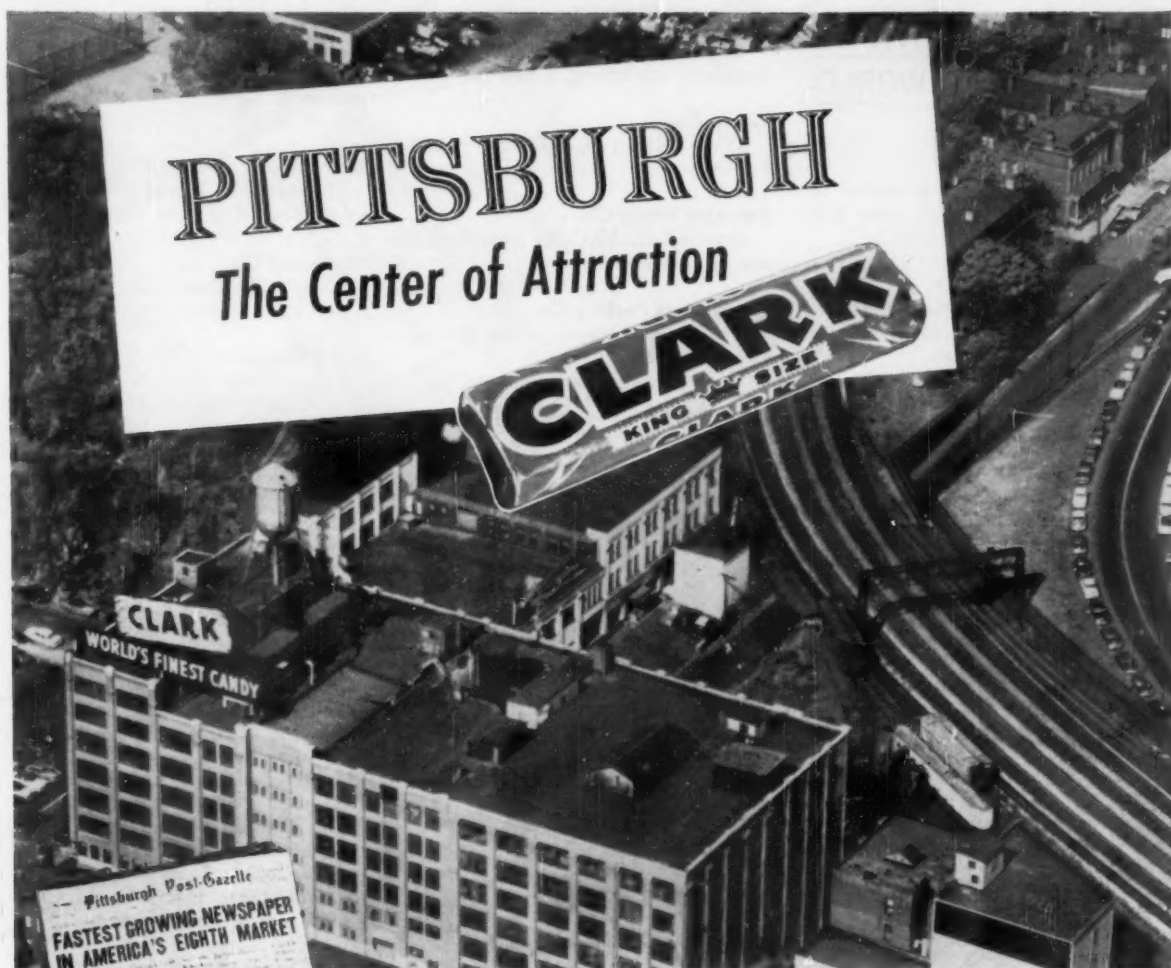
We have found that one of the most significant contributions to management by office automation is executive reporting in terms of the future. . . . Automation in the office will not substitute for judgment or experience on the part of management. But it will relieve management from burdensome and tedious poring over high stacks of statistical reports in order to make decisions. In fact, office automation frees management more and more for administrative decision making.

Perhaps the most significant benefit from management automation is that tomorrow's decision can be made today.

from a speech by

Lt. Gen. Leslie R. Groves, U.S.A. (Ret.)  
Vice President, Remington Rand Div.  
Sperry Rand Corporation





Clark Candy, too, has spread the name and fame of its Home City—Pittsburgh. Though we're known as the "Workshop of the World," this famous name helps point up the diversity of Pittsburgh industry. Clark, of course, is still another world known firm whose growth has helped Pittsburgh become America's eighth largest market!

More than 3 million people spend more than 3¼ billion retail dollars here annually. And more and more advertisers are using the power of the Post-Gazette to get an increasing share of this market. Proven by the fact that in six out of the past seven years the Post-Gazette was the only daily newspaper to reach all-time highs in advertising—and set an all time high in retail advertising during the first quarter of 1958.



IT COSTS **LESS** TO SELL **MORE** IN THE

# Pittsburgh Post-Gazette

REPRESENTED NATIONALLY BY MALONEY, REGAN AND SCHMITT

## EXECUTIVE SHIFTS IN THE SALES WORLD

### J. I. Case Co. . . .

Don A. Beckenbaugh promoted to newly created position of sales and manufacturing administrator.

### Clary Corp. . . .

William G. Zaenglein named executive vice-president, general sales manager, and a director.

### Continental Can Co. . . .

Raymond G. Fisher appointed vice-president, marketing, a new post.

### Crane Co. . . .

W. O. Brown elected vice-president for sales.

### Fairmont Foods Co. . . .

Howard H. McCully named marketing vice-president.

### The Garlock Packing Co. . . .

Thomas L. Denney named general sales manager.

### International Business Machines Corp. . . .

Allen W. Lishawa appointed sales manager, Special Engineering Products division.

### International Register Co. . . .

Howard H. Rosenheim promoted to position of general sales manager.

### McIlhenny Co. . . .

Robert D. Henklein appointed national sales manager for Tabasco.

### Miles Laboratories, Inc. . . .

Lewis F. Bonham named president of newly-formed Home Products division.

### Milprint, Inc. . . .

Walter J. Hullinger appointed vice-president and general sales manager.

### Motorola, Inc. . . .

Burt Mendelson promoted to assistant director of marketing, Communications and Industrial Electronics Division.

### Olin Mathieson Chemical Corp. . . .

Richard E. Clay appointed manager, automotive sales, Aluminum division.

### Russell, Burdall & Ward Bolt and Nut Co. . . .

W. Gould Jones elected vice-president, sales; Harry O. McCully elected senior vice-president.

### Servo Corporation of America . . .

Arthur Freed assumes post of vice-president, marketing.

### Sylvania Electric Products, Inc. . . .

Robert L. Shaw appointed general marketing manager, Harry H. Martin, general manufacturing manager, Sylvania Home Electronics Division.

### Underwood Corp. . . .

David H. Burrell named vice-president, marketing; Elmer M. Richardson appointed general marketing manager.

### Union Carbide Corp. . . .

Raymond P. Bergen appointed vice-president, consumer products, National Carbon Co., a division.

### Westinghouse Electric Corp. . . .

Richard J. Sargent elevated to vice-president of marketing and distribution, consumer products group.

### Zenith Radio Corp. . . .

Hugh Robertson named president; Joseph S. Wright elected executive vice-president.



**Your Catalog HERE...**

**PIPE LINE  
COMPOSITE CATALOG**

*Keeps it out of the "round file"*

To be sure your catalog reaches the right men at the right time in the \$4 billion annual pipe line market, put it in PIPE LINE COMPOSITE CATALOG. Keep your catalog data out of the wastebasket by placing it where your customers prefer it, 8-to-1.

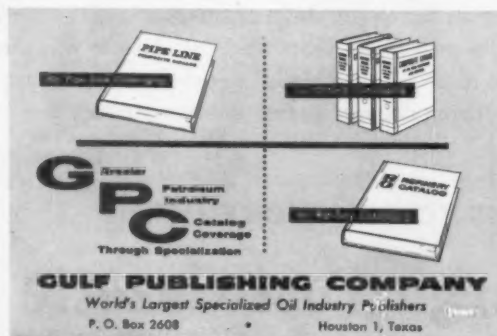
Published every 18 months, PIPE LINE COMPOSITE CATALOG is a bound and indexed one-volume reference, used at more than 4,000 field, contracting, and operating buying locations throughout this giant industry. In the current edition, 147 suppliers have cataloged 11,148 equipment and service items.

Next edition closes soon. Reserve a spot for your catalog now.

Write today for Fact Book, which shows how your present catalog can be conveniently pre-filed in PIPE LINE COMPOSITE CATALOG at a cost comparable to your present cataloging budget.

#### SALES OFFICES

Houston	New York
Chicago	Cleveland
Los Angeles	Dallas
Tulsa	Hannover
London	



**GULF PUBLISHING COMPANY**

World's Largest Specialized Oil Industry Publishers

P. O. Box 2608 Houston 1, Texas



**This emblem**

**is the shortest step**

**between your advertising and sales!**



Millions see the Yellow Pages emblem every day in leading magazines. Millions more see it on storefronts, trucks, billboards and TV. It reminds buyers to **LOOK IN THE YELLOW PAGES** of their telephone directories to find who sells the branded products and services they need.

If you use Trade Mark Service in the Yellow Pages to identify your local dealers, the emblem in your advertising will send prospects to these dealers.

• • •

If you're not yet using Trade Mark Service, call your telephone business office for complete information.



which is the  
**ORIGINAL?**

PRECISION MOUNTS BY  
*Realist*

We make duplicate Stereo and 35 mm slides with amazing color fidelity. Order 1 slide or 1,000 with the assurance each will be an accurate copy of your original—sharp in detail, true in color. Come mounted in cardboard, ready for viewing. New low prices to industry. Fast delivery. (Slide on left above is the original.)

Write for complete information and prices on duplicate slides.

**Dept. B, Stereo Slide Service  
of REALIST, INC.**  
2051 North 19th St., Milwaukee 5, Wis.

**WHAT ARE YOU  
DOING ABOUT  
HARD  
SELL?**

12 pages of concrete information to spark dollar-producing label ideas. Fully illustrated; an essential work tool for any one concerned with sales, advertising, promotion and public relations.

For your **FREE** copy of the  
**Hard Sell Check List,**  
write today to Dept. M

**allen hollandier co., inc.**  
385 GERARD AVE., NEW YORK 51, N. Y.

Tell your own story... in  
full-natural color

**4-Color  
STATIONERY**

- Exclusive gang-run process
- PROMPT delivery
- Top quality guaranteed
- Over a dozen national awards for outstanding craftsmanship

SUB. 24 WHITE WOVE    SUB. 24 BOND  
ENVELOPES    LETTERHEADS

100M \$9.85 per M    \$8.85 per M

For prices on smaller or larger quantities and free samples... write

**COLORTONE** plus  
2412-24 17th St., N.W., Washington 9, D. C.

**INCREASE YOUR PRESTIGE**

It pays off! Exciting, profitable things can happen to the man whose book is published under our plan. He gains recognition. Our books are written up in the *N. Y. Times*, *Saturday Review*, *Winchell*, *Ladies' Home Journal* and all key media.

**FREE!** The behind-the-scenes story of book publishing revealed in two brochures. Learn how you can get 40% royalties, local-national publicity and greater social-professional stature. Prompt editorial appraisal of manuscripts. Write **S. Post**,  
**Exposition Press, 386 4th Ave., N. Y. 16**

## ... More Sales Power From Public Relations ...

(continued from page 35)

Last fall Sherwood Egbert, chairman of the board, and Norman C. Owen, vice-president for sales, took Scott-Atwater's sales techniques and the experience of successful dealers right to the field on flying tours. Egbert covered the Southeast and Owen the West. Immediate boosts in sales were noted from these areas.

**22**

Put together good, useful program material for women's clubs, geared to how to use your product most effectively, how to save money with it, how to care for it, when to replace it. When money is tight, women become very conscious of value and service. The most effective way to get a message across is in a group like a women's club, where the mass influence supports the message itself. This is a highly specialized field, however, and requires the best public relations skills to do an effective job.

**23**

To be sure that many of the stories that will be written about your industry or the type of product you sell will include news of your company, put together a top-notch press kit. This should contain background material and information of help to the editor, as well as product information.

The American Music Conference last fall issued its second such kit, "Musical Activity in the United States," containing 26 separate articles for publication and background, plus pictures and statistics. As a result, the great majority of important stories written about non-professional music use this material or lead the writer to AMC for assistance.

**24**

Anticipate the changing buying psychology of your customers by answering the new questions they may be asking about you and your competition.

*Electrical Merchandising Magazine* anticipates the possibility of narrowing media lists among advertisers by saying: "If you could use only one appliance publication, there is only one you would use."

Times of stress always try man's capacities. Inadequate abilities and resources can get by when everyone is doing well; but only those equipped



**PHILIP LESLY**

Philip Lesly, turned forty just a week ago, has the distinction of being one of the two living public relations counselors mentioned in the Public Relations section of the current *Encyclopedia Britannica*. He's come far and fast since his graduation from Northwestern University in 1940.

After working as an advertising copywriter for Sears, Roebuck and Co., and in the public relations department of Northwestern U., he moved into a public relations firm in 1942. Three years later he was appointed the company's executive vice-president, subsequently filled this same post in another p.r. firm. He established The Philip Lesly Co. in 1949.

An important author in his field, his latest work, "Public Relations Handbook," is widely used in the nation's universities and colleges.

to succeed can survive in a period that demands effectiveness. Every sales executive knows this is true of his selling operation. It is equally true of the functions that influence how a company rates with the people it depends on. Intelligent, creative, effective public relations are among the most vital factors in a company's activity today; but inadequate public relations are at best useless and at worst harmful. Making certain that he has the first and uses it to the fullest extent—in such ways as outlined here—rates a high priority in the sales executive's considerations. ♦

**Swimsuits,  
Suntan Lotion  
or Any product...**

**You Reach MORE Buyers  
in  
THE SEATTLE TIMES**

**H**ard selling begins with *The Seattle Times*—the newspaper that reaches 7 out of 9 newspaper-reading homes in Seattle.

Only *The Seattle Times* gives you both mass and class coverage of the Pacific Northwest's largest market

...where business is good and employment is high.



**The Seattle Times**

SEATTLE'S ACCEPTED NEWSPAPER

REPRESENTED BY O'MARA & ORMSBEE, INC.

New York • Detroit • Chicago • Los Angeles • San Francisco

Member Metro Sunday Comics and Metro Rotogravure Groups

## WORTH WRITING FOR...

### "Automobile Sales Data"

This report has to do with the San Francisco Bay Area-Northern California automobile market. In 1957 California again led the nation in automobile sales, with new car sales of 560,274. New York was second with 544,567. Within the State, the Northern California market's importance was emphasized since its total sales of 202,071 represented 3.4% of all passenger cars sold in the nation. In San Francisco car ownership was slightly less than one car per family, while ownership figures for the remaining Bay Area counties, and for the 12 Associated Sales Areas, averaged 1.3 automobiles per family. Data cover 1957 Northern California automobile sales by make—rank, number sold, percent of market; 1957 figures for the 14 Northern California sales areas; Northern California new imported car sales; 1957 Northern California total passenger car sales and registrations; total automotive and new car advertising in San Francisco newspapers for the year 1957; total 1957 Northern California truck sales and registrations. For your copy of the report, write to Gray Creveling, Director of Public Relations, *The San Francisco Examiner* (S), San Francisco, Calif.

### Inexpensive Sales Impact

Information about how 3-D life-like color can sell your products to prospects in their homes; enthrall field sales forces; win over distributors; cover product information in every way; make promotions arresting and convincing. Case histories, together with illustrations, show how 3-D color has brought life into the products of 17 companies. Among them: Dodge Division, Chrysler Corp. (for mailing as a sneak preview conversation piece to 51,000 barbershops, turning barbers into salesmen); General Electric (to show distributors and dealers the compact size and modern design of its 1958 transistor portable radio); Armstrong Cork Co. (to illustrate 10 kitchen decorating ideas); U. S. Plywood (to show how pre-finished plywood can be used); Hot Point (for distributors to show new features and styling of its Custom-line ranges and to show distributors and dealers modern designs and features of its 1958 refrigerator line). For complete details,

write to Jack A. Robinson, Fort Pierce Industries, Room 1550, 10 Columbus Circle, New York, 19, N. Y.

### Tampa, Florida

Up-to-date information on every phase of Tampa's economy—climate, labor, sites, transportation, port, markets, education, recreation and other factual data. It details the Tampa Industrial Park, one of the top 10 in the nation, where the construction of the Jos. Schlitz Brewing Co., Anheuser-Busch, Inc., and Globe-Union, Inc., plants is progressing rapidly. Copies of "Tampa—Industrial Hub of Florida" are available from E. Arthur Turner, Chairman, Committee of 100, Greater Tampa Chamber of Commerce (A), Tampa, Fla.

### "Profile of Greyhound!"

Reprint of a talk by Arthur S. Genet, president, The Greyhound Corp. It traces the Greyhound ancestry back to 1914, the trolley car era, and tells of its development over the years to the present time, with nearly 40,000 American communities depending solely on the intercity bus lines for transportation. Illustrated throughout with pictures of the various Greyhound buses in use throughout the years. For your copy, write to E. A. Jones, Assistant to President Arthur S. Genet, The Greyhound Corp., 5600 Jarvis Ave., Chicago 31, Ill.

### Greater Milwaukee Market

Thirty-fifth comparative report on consumer buying habits. It covers households by income brackets in Greater Milwaukee's 37 community areas and civil divisions. This report covers a wider range of product classifications than in the past. It's now a 160-page report, with four-year trends for most items. Market and household data include: adults in household (number and ages); brands bought last; number of children in household; employment (full-time jobs, housewives working, number looking for jobs, paydays); growth of Greater Milwaukee; incomes, household; shopping centers; dwelling units and population in Greater Milwaukee by areas—1950-58; basic data for Milwaukee market

areas. Brand categories cover food, soaps, toiletries, beverages, home-appliances, automotive, general items such as boats, cigarets, cigars, brassieres, girdles, ball-point and fountain pens, life insurance, outboard motors, transportation, vacations, wrist watches, etc. Maps include Buying Power Map of Greater Milwaukee; where Greater Milwaukee is growing—population trends by civil divisions and community areas—1950-58; shopping centers by type and by 10 areas. For your copy of "1958 Consumer Analysis of the Greater Milwaukee Market," write to Newell Meyer, Manager, Consumer Research, *The Milwaukee Journal*, Milwaukee, Wis.

### Metropolitan Oakland

Progress report of the largest population center in Northern California. It reveals that 46.8% of the population in the six Bay Area counties resides in two counties: Alameda and Contra Costa. Population forecast favors Metropolitan Oakland Area: In 1960—47.9% of the population of the six Bay Area counties will reside in Alameda and Contra Costa counties. In 1970, 50.8% of the population will reside in these two counties. Metropolitan Oakland Area leads in retail sales gain: total sales, \$1,567,376,000; gain, \$133,140,000. Data include retail food sales in the six Bay Area counties; 1955-56 six-county comparison of dollar volume in retail food sales; chain grocery stores in the six-county Bay Area; retail grocery and food stores serving Metropolitan Oakland Area; retail drug, furniture and household appliance, building materials and hardware, gasoline service station, automotive sales; motor vehicle registrations; residential building permits. A copy of the complete report, "Bright Spot 1957" may be obtained from J. O. Wright, Advertising Director, *The Oakland Tribune* (O), Oakland, Calif.

### "New York City Statistics"

Published monthly, it covers the City economy — employment, construction and real estate; retail and general business activity; transportation and port; cost of living; vital statistics; City government. Copies may be obtained from Donald Jones, Statistician, Department of Commerce and Public Events (A), City of New York, 625 Madison Ave., New York 22, N. Y.



# Con Donovan\* has the key to the HIDDEN CITY

(and he won't let go!)



\*Con Donovan, Media Director, Charles W. Hoyt Co., Inc.

P.S. We're busy right now making duplicates. Be on the lookout for yours.



## Orlando-Sentinel...

New York · Chicago · Detroit  
San Francisco · Hollywood · Honolulu

N·W·AYER & SON INC.

West Washington Square, Philadelphia 6  
WAlnut 5-0100  
April 25, 1958

Mr. Martin Andersen, Editor and Publisher  
Orlando Sentinel  
633 North Orange Avenue  
Orlando, Florida

Dear Mr. Andersen:

I am delighted to be able to send you the enclosed Certificate of Award, attesting that the Orlando Sentinel won Second Honorable Mention, among newspapers of more than 50,000 circulation, in the 28th Annual Newspaper Contest.

As you know, 156 of the top papers in the country competed in this class of the contest, and it takes a fine-looking paper to win an award in such company. Incidentally, many of the 819 newspapers in the contest used color in one form or another on their front pages, and your use of color in the front-page cartoon in your March 12th issue was by far the most effective.

It takes skilled and devoted work by many people to put out a newspaper as good-looking as your entry. Congratulations to you and your staff for this achievement.

Sincerely yours,  
*H. A. Batten*  
H. A. Batten  
Chairman of the Board

only daily newspaper in the world to run a full color front page cartoon every day in the year . . . and has done so for the past ten years!



Orlando, Florida  
**GATEWAY to the MOON**  
Orlando, home of Martin Missile Plant is principal supplier to Cape Canaveral, World's No. 1 Missile testing center.

ask Branham

## HIGH SPOT CITIES

# Selected Markets Show Improvement

(Despite Predicted 3% Drop in National Retail Sales)

Whether or not the recession has leveled off, some markets are getting better. Twenty cities this month [of 302 surveyed] have a City-National Index above 108%—a boost of two from May.

Following its "Where Business is Better and Why" report (May 16, 1958, p. 33), SALES MANAGEMENT spoke with key leaders in many of these cities to get last minute reports on their business bright spots. Among the states expected to report better-than-average performance for this June vs. the same 1957 month are Arizona, Colorado, Idaho, New York, New Mexico, South Dakota and Wyoming.

But nationally, June retail sales

will drop 3% below the corresponding month last year according to this month's *High Spot Cities* forecast, exclusive in SALES MANAGEMENT. Dollar volume is expected to total \$16.6 billion.

Have we hit the bottom? Dr. Jay M. Gould, Research Director, SALES MANAGEMENT's *Survey of Buying Power*, says, "Retailing still reveals the malaise affecting hard goods, whose resurgence will signal the end of the recession. The April box-score indicates that every hard goods category suffered declines, whereas only food, drugs and gasoline sales scored year to year gains."

Gould says some observers now feel that the soft goods gains are defi-

nately inhibiting the hard goods. "Certainly the continuing drift in prices for soft goods and services in a period of falling income can have unfavorable psychological effects. Hopes for a revival in hard goods are now pinned on the late summer and fall period when new car models are scheduled for early unveiling."

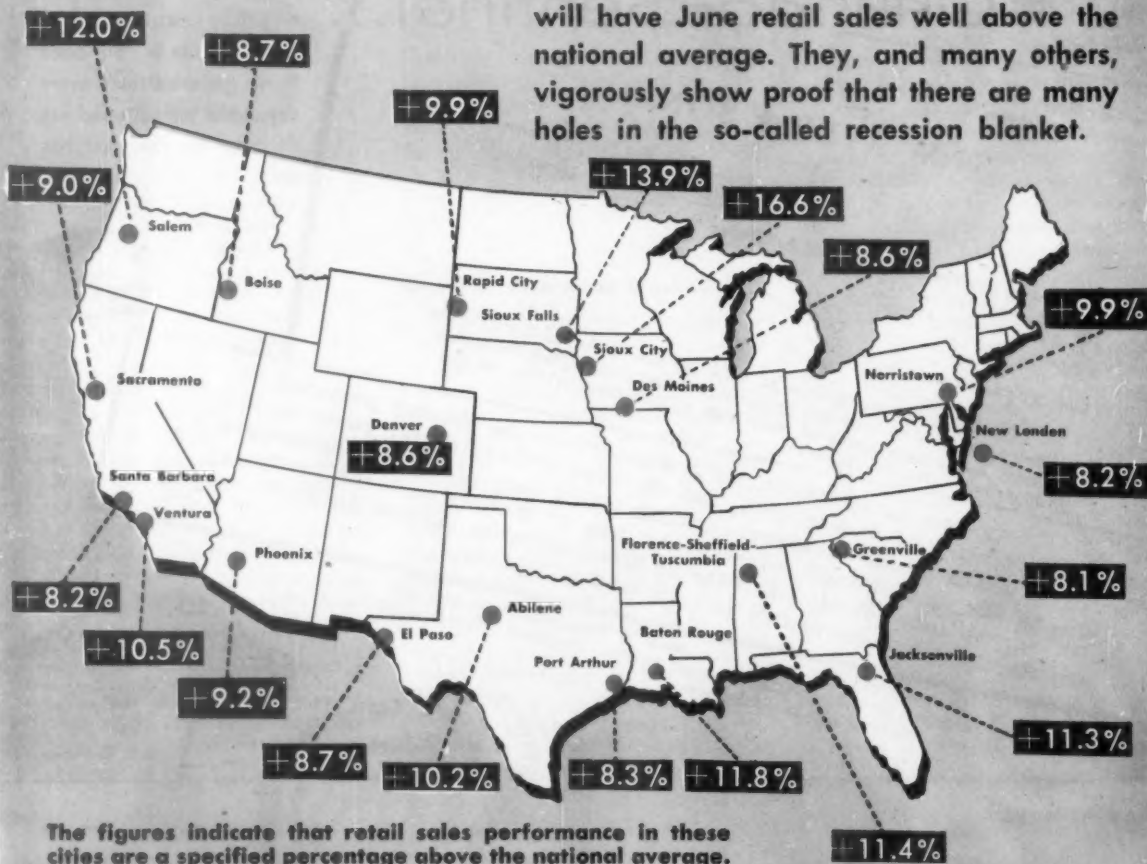
Here's why business is better in most of the twenty markets with the highest City-National indexes, as told to SALES MANAGEMENT:

### SIOUX CITY, Iowa 116.6

Employment steady, only layoffs seasonal. Farmers spending following good crops. Livestock prices show good increase over last year.

## The Nation's Top Twenty In Sales Performance

The cities shown on the accompanying map will have June retail sales well above the national average. They, and many others, vigorously show proof that there are many holes in the so-called recession blanket.



**SIOUX FALLS, S. D. 113.9**

Increased commercial, residential construction. Employment picking up at John Morell packing plant (3,000). Farmers with good crops pushing retail sales up. "Sioux Fall Days" campaign spurred sales.

**SALEM, Ore. 112.0**

Industrial growth here has not been as fast as some city boosters wish. But they say this has "helped to save us from slipping back." Recreational spending high. State capital payroll keeps economy stable.

**BATON ROUGE, La. 111.8**

Industrial employment in oils, chemicals, plastics, aluminum remains high. State, federal payroll growing. Heavy construction backlog exists. Housing starts up. Aggressive sales campaigning.

**FLORENCE-SHEFFIELD-TUSCUMBIA, Ala. 111.4**

Agriculture supplemented by industry equals stability. Agriculture includes cotton, small grains, beef cattle, poultry, hogs, and dairying. Industries: aluminum, ferro alloys, chlorine and caustic soda, plastic and rubber products, fertilizers, ceramics, swimming pools and equipment, textiles, forest products and others. Out of these comes construction industry swinging into high gear.

**JACKSONVILLE, Fla. 111.3**

Heavy industry plays only minor role in economy. \$100 million Navy payroll annually plus heavy concentration of insurance businesses keeps sales ride even.

**VENTURA, Calif. 110.5**

Construction underway of nearby Cooke Air Force Base — the Cape Canaveral of the Pacific. Will have 5,000 employees within 2 years. Home

construction up 30%. Retail sales about 9% up. Employment and unemployment both up from last year. Employment: plus 20%. Unemployment: plus 10%. Bank clearings still up although county treasurer has ceased one month-short term investments.

**ABILENE, Tex. 110.2**

First quarter building permits total \$3,475,326: half million over last year. Should lead to second best all time construction year. First quarter bank deposits of \$82,313,311 bring new record for period. Aggressive retailing pulling trade from wide area.

**PHOENIX, Ariz. 109.2**

April employment up 3%. Retail trade up 8%. Theoretical seasonal layoff in Phoenix area only theoretical. Says one expert: "The momentum of the past eight years is keeping us going. And momentum is not to be sneezed at." Goodyear Aircraft hiring again with new contracts for lighter-than-air craft.

**NEW LONDON, Conn. 108.2**

Only 1,600 unemployed out of total work force of 27,000. Keeping employment steady are Electric Boat Div. of General Dynamics Corp. (8,000), and Charles Pfizer & Co. Pfizer constructing. School and residential construction good.

**GREENVILLE, S. C. 108.1**

Business going up again after early year downturn. Sales campaigns have increased some sales 10%. Bank debits up \$7 million over April '57. Employment was slightly up until few weeks ago when garment plant shut down, threw 300 out of work; few other manufacturers followed. Construction projects started in April total about 50% more than March. "You Auto Buy" campaign didn't sell many new cars, but lots of used ones.

*Sales Management's Research Department, with the aid of Market Statistics Inc., maintains running charts on the business progress of 302 of the leading market centers of this country and Canada.*

*Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.*

*The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's Survey of Buying Power.*

*Three Index Figures Are Given, the first being "City Index, 1958 vs. 1948." This figure ties back directly to the official 1948 Census and is valuable for gauging the long-term change in market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1948 month. In Canada the year of comparison is 1951, the most recent year of official sales Census results.*

*The second figure, "City Index, 1958 vs. 1957" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today compared with last year.*

*The third column "City-National Index, 1958 vs. 1957," relates the city's changes to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.*

*The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily*

**Retail Sales Box Score**

	4-Month Totals			April		
	\$ Millions		%	\$ Millions		%
	1958	1957	Change	1958	1957	Change
Food .....	16,101	14,855	+ 8.4	4,071	3,770	+ 8.0
Eating & Drinking Places .....	4,393	4,444	- 1.1	1,109	1,153	- 3.8
General Merchandise .....	5,804	5,802	—	1,673	1,705	- 1.9
Apparel .....	3,584	3,442	+ 4.1	1,074	1,131	- 5.0
Furniture & Appliances .....	3,044	3,145	- 3.2	771	809	- 4.7
Lumber, Building, Hardware .....	3,684	3,861	- 4.6	1,148	1,165	- 1.5
Automotive .....	11,002	12,652	-13.0	2,933	3,391	-13.5
Gasoline Service Stations .....	4,791	4,601	+ 4.1	1,246	1,216	+ 2.5
Drug & Proprietary .....	2,095	1,957	+ 7.1	516	502	+ 2.8
*Total Sales .....	60,796	61,028	- .4	16,141	16,442	- 1.8

\*Includes data for kinds of businesses not shown in above nine categories.



ONLY the RECORD and JOURNAL



COVER

Meriden • Wallingford, Conn.

Effective Buying Income in this \$90½-million market is \$7453 per Household (SM '58 Survey). And The Record and Journal provide virtual shut-out coverage, because no other Connecticut ABC daily newspaper has over 400 circulation here.

**The Meriden  
RECORD and JOURNAL**

Meriden • Connecticut

National Representatives:  
GILMAN, NICOLL & RUTHMAN

**Retail Sales  
\$8,041  
Per Family!**

That's New London — approximately 68% above the Connecticut average of total retail sales per family (SM '58 Survey). Similarly, automotive sales of \$1954 top the state average by over 118%... furniture-household-appliance sales of \$603, by 111%. Sell the most where families buy the most. Cover New London's big-buying 66,547 ABC City Zone through its only daily now!

**The Day**

NEW LONDON, CONNECTICUT  
National Representatives:  
GILMAN, NICOLL & RUTHMAN

projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

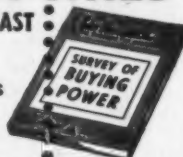
These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

*Suggested Uses for These Data* include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1957 which equals or exceeds the national change.

## HIGH SPOT CITIES RETAIL SALES FORECAST:

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.



FOR JUNE, 1958

RETAIL SALES FORECAST  
(S.M. Forecast for June, 1958)

City	City	Nat'l.	
Index	Index	Index	\$
1958	1958	1958	(Million)
vs.	vs.	vs.	June
1948	1957	1957	1958

### United States

152.8 97.0 100.0 16601.00

### Alabama

Birmingham ... 146.4 96.8 99.8 41.50

### ★ Florence-Sheffield-

Tusculum ... 204.1 108.1 111.4 7.53

Gadsden ... 135.2 91.9 94.7 5.82

Mobile ... 163.4 91.1 93.9 18.78

★ Montgomery ... 170.2 98.6 101.7 14.69

### Arizona

Phoenix ... 220.1 105.9 109.2 38.06

★ Tucson ... 223.2 101.3 104.4 19.91

### Arkansas

★ Fort Smith ... 148.5 97.6 100.6 7.69

★ Little Rock-North

Little Rock ... 162.2 102.0 105.2 22.66

### California

Bakersfield ... 177.9 93.5 96.4 16.83

Berkeley ... 143.1 93.2 96.1 12.27

Fresno ... 160.4 95.7 98.7 24.86

Long Beach ... 180.6 91.7 94.5 46.15

★ Los Angeles ... 174.8 101.8 104.9 343.59

★ Oakland ... 128.6 99.2 102.3 58.57

★ Pasadena ... 148.1 97.0 100.0 23.29

★ Riverside ... 224.5 99.8 102.9 11.99

★ Sacramento ... 199.4 105.7 109.0 39.42

★ San Bernardino ... 213.4 103.2 106.4 17.63

★ San Diego ... 205.2 101.0 104.1 62.85

San Francisco ... 111.8 95.8 98.8 96.36

## MIDDLETOWN \$886 EXTRA Sales Per Family

\$886 is far beyond the U.S. family sales average—just as Metropolitan Middletown families are far beyond the selling reach of outside newspapers.

No combination of outside newspapers comes anywhere near equaling the Middletown Press coverage of these preferred families—22,300 of them with \$7,069 average income and a total of \$157,653,000. They spend \$108,400,000 in Metropolitan Middletown stores.

You ALWAYS Get MORE in MIDDLETOWN

THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.

OUR NATIONAL REPRESENTATIVE  
The Julius Mathews Special Agency

### California (cont'd)

★ San Jose ... 233.9 101.9 105.0 28.87

★ Santa Ana ... 267.3 97.2 100.2 15.47

★ Santa Barbara ... 156.2 105.0 108.2 9.48

Stockton ... 132.3 91.5 94.3 14.53

★ Ventura ... 135.0 107.2 110.5 6.40

### Colorado

178.7 102.6 105.8 186.66

★ Colorado Springs 276.1 98.6 101.7 13.28

★ Denver ... 178.8 105.3 108.6 75.98

★ Pueblo ... 190.9 101.1 104.2 10.50

### Connecticut

166.8 94.9 97.8 268.69

Bridgeport ... 115.3 90.7 93.5 19.92

★ Hartford ... 144.6 98.7 101.8 31.89

### Meriden-

Wallingford ... 153.4 96.4 99.4 7.47

★ Middletown ... 160.7 98.3 101.3 4.48

★ New Haven ... 146.3 98.9 102.0 24.94

★ New London ... 165.4 105.0 108.2 6.50

★ Norwich ... 170.6 97.3 100.3 4.91

Stamford ... 183.0 90.9 93.7 12.35

Waterbury ... 133.2 91.9 94.7 12.16

### Delaware

143.9 96.5 99.5 45.16

★ Wilmington ... 140.0 97.8 100.8 21.63

### District of Columbia

116.3 93.3 96.2 108.08

Washington ... 116.3 93.3 96.2 108.08

### Florida

263.6 101.7 104.8 512.55

★ Fort Lauderdale 380.6 97.7 100.7 18.88

★ Jacksonville ... 220.2 108.0 111.3 45.57

SALES MANAGEMENT



"... see the new Survey of Buying Power"

## Retail Sales Now \$157,772,000

Connecticut's richest—and fastest-growing—large market . . . with \$221,918,000 . . . is bursting with sales. Volume, rising rapidly, now totals \$157,772,000.

Your stake in the rich Stamford market rates a first-class selling job—which the Advocate alone can do. The reason: *unmatched* 97% coverage of Stamford homes.

### Stamford Advocate STAMFORD, CONN.

Represented by  
The Julius Mathews Special Agency, Inc.

### THIS Is Eastern Connecticut

**\$6,833**  
Income Per Family  
**\$4,140**  
Sales Per Family

This big, isolated Eastern Connecticut market offers you 49,200 families with \$910 more income than the average U. S. family—and spending \$166 more for retail goods.

Get beyond the fringes of this \$202,920,000 retail market. Penetrate it with the Bulletin, only newspaper that gives your advertising concentrated impact *inside* the market.

### Norwich Bulletin

and Norwich Bulletin-Record (Sundays)  
NORWICH, CONN.

Bulletin                      Sunday Record  
24,965                              21,017

Represented by  
The Julius Mathews Special Agency, Inc.

JUNE 6, 1958

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.



FOR JUNE, 1958

#### RETAIL SALES FORECAST (S.M. Forecast for June, 1958)

City	City	Nat'l.	
Index	Index	Index	\$
1958	1958	1958	(Million)
vs.	vs.	vs.	June
1948	1957	1957	1958

#### Florida (cont'd)

★ Miami	240.0	103.1	106.3	77.51
★ Orlando	297.9	103.3	106.5	20.94
★ Pensacola	348.5	97.4	100.4	16.45
★ St. Petersburg	278.6	100.7	103.8	26.45
★ Tampa	274.7	103.6	106.8	36.64

#### Georgia

Albany	168.9	97.0	100.0	296.02
Albany	180.0	95.5	98.5	5.49
★ Atlanta	180.9	100.1	103.2	79.47
Augusta	179.4	94.8	97.7	12.38
Columbus	149.3	93.9	96.8	11.49
Macon	165.7	96.4	99.4	11.53
★ Savannah	168.1	97.3	100.3	15.27

#### Hawaii

★ Honolulu	147.3	99.4	102.5	29.85
------------	-------	------	-------	-------

#### Idaho

★ Boise	142.7	104.0	107.2	68.99
	171.8	105.4	108.7	9.38

#### Illinois

★ Bloomington	141.7	96.0	99.0	1032.80
★ Champaign	128.6	99.5	102.6	6.11
Urbania	145.2	100.4	103.5	9.21
★ Chicago	128.5	97.8	100.8	463.29
Danville	122.3	88.5	91.2	5.92
Decatur	157.8	94.3	97.2	11.99
East St. Louis	150.1	94.5	97.4	10.67
★ Moline-Rock Island				
East Moline	142.5	100.2	103.3	13.38
Peoria	132.2	91.7	94.5	18.10
Rockford	187.3	92.5	95.4	21.24
★ Springfield	143.7	97.4	100.4	14.84

#### Indiana

Evansville	144.5	95.5	98.5	422.70
Fort Wayne	137.9	91.9	94.7	16.02
Fort Wayne	141.3	95.6	98.6	20.26
Gary	152.6	92.1	94.9	17.90
★ Indianapolis	152.5	99.1	102.2	73.78
★ Lafayette	132.6	99.8	102.9	5.85
★ Muncie	157.0	97.3	100.3	8.65
★ South Bend	125.8	97.8	100.8	17.78
Terre Haute	121.9	94.8	97.7	9.64

#### Iowa

Cedar Rapids	132.6	101.3	104.4	281.51
Cedar Rapids	136.4	93.7	96.6	11.34
★ Davenport	128.1	97.3	100.3	11.14
★ Des Moines	142.5	105.3	108.6	29.40
★ Dubuque	134.5	100.9	104.0	6.95
★ Sioux City	152.0	113.1	116.6	14.36
★ Waterloo	131.2	97.1	100.1	9.27

#### RETAIL SALES FORECAST (S.M. Forecast for June, 1958)

City	City	Nat'l.	
Index	Index	Index	\$
1958	1958	1958	(Million)
vs.	vs.	vs.	June
1948	1957	1957	1958

<b>Kansas</b>	141.7	99.0	102.1	199.44
★ Hutchinson	118.4	100.1	103.2	5.18
Kansas City	145.1	95.3	98.2	13.05
★ Topeka	173.4	101.2	104.3	13.32
★ Wichita	205.1	101.9	105.1	34.51

<b>Kentucky</b>	145.9	95.2	98.1	202.60
★ Lexington	145.7	101.1	104.2	11.96
Louisville	150.5	95.1	98.0	50.78
★ Paducah	159.5	98.6	101.6	5.55

<b>Louisiana</b>	177.6	98.0	101.0	248.29
★ Baton Rouge	257.6	108.4	111.8	25.12
★ Lake Charles	264.4	103.0	106.2	9.84
Monroe				
West Monroe	167.7	94.5	97.4	8.57
New Orleans	156.8	95.7	98.7	66.29
★ Shreveport	163.0	100.3	103.4	20.75

<b>Maine</b>	140.5	97.5	100.5	87.03
Bangor	142.1	94.1	97.0	6.24
★ Lewiston-Auburn	140.3	103.0	106.2	7.76

## Maine's 3rd Largest Income \$150,857,000

Biddeford-Saco grooves you in on Maine's third largest income target—York County's \$150,857,000 buying power.

By far the largest single bulk of the county's sales—42%—are made by Biddeford-Saco dealers.

The Biddeford Journal—with 90% coverage of Biddeford-Saco homes—brings retailers and shoppers together in York's big "supermarket" as no other newspaper can.

### THE BIDDEFORD JOURNAL BIDDEFORD, MAINE

Represented by  
The Julius Mathews Special Agency, Inc.

# Portland, Maine market

# 162

rated first\* for  
testing among  
U. S. cities in  
75,000 to  
150,000 popula-  
tion group.

rated sixth\*  
for testing  
among all U. S.  
cities due to  
stable economy.

\*according to Sales Management

rated second\*  
for testing  
among all New  
England cities  
regardless of  
population.

the **testinest** market in the country  
gives first aid to new products



Johnson & Johnson selected Portland, Maine as a test city  
because of the ideal conditions required to get the right  
answers!

94% COVERAGE OF ABC RETAIL ZONE  
**Portland, Maine  
Newspapers**

PORTLAND PRESS HERALD EVENING EXPRESS  
SUNDAY TELEGRAM

represented by  
Julius Mathews Special Agency

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.

FOR JUNE, 1958



RETAIL SALES FORECAST  
(S.M. Forecast for June, 1958)

City	City	City	
Index	Index	Nat'l.	\$
1958	1958	1958	(Million)
vs.	vs.	vs.	June
1948	1957	1957	1958

#### Maine (cont'd)

★ Portland ..... 134.2 98.6 101.6 12.26

#### Maryland

Baltimore ..... 146.1 95.2 98.1 124.26  
Cumberland ..... 136.7 94.8 97.7 6.15  
Hagerstown ..... 171.2 89.4 92.2 6.83

#### Massachusetts

..... 144.2 94.3 97.2 501.95  
Boston ..... 131.1 95.1 98.0 116.50  
Brockton ..... 128.7 95.7 98.7 7.46  
Fall River ..... 113.6 96.7 99.7 9.67  
★ Holyoke ..... 141.4 97.8 100.8 6.86  
Lawrence ..... 127.4 96.5 99.5 9.75  
★ Lowell ..... 122.4 97.1 100.1 9.24  
★ Lynn ..... 130.6 99.9 103.0 10.74  
New Bedford ..... 121.0 94.3 97.2 10.60  
Pittsfield ..... 144.5 93.0 95.9 7.31  
Salem ..... 134.8 90.6 93.4 6.02  
★ Springfield ..... 144.7 100.8 103.9 23.45  
Worcester ..... 123.3 90.6 93.4 22.81

#### Michigan

..... 149.7 90.2 93.0 732.30  
★ Battle Creek ..... 140.9 99.0 102.1 8.36  
Bay City ..... 149.6 94.7 97.6 7.66  
Detroit ..... 128.8 89.0 91.8 221.56  
★ Flint ..... 195.8 97.5 100.5 31.71  
Grand Rapids ..... 141.8 94.1 97.0 27.91  
Jackson ..... 137.3 90.5 93.3 9.00  
Kalamazoo ..... 164.3 95.4 98.3 13.38  
Lansing ..... 150.3 94.9 97.8 17.45  
Muskegon ..... 138.8 94.9 97.8 8.46  
Pontiac ..... 181.1 95.8 98.8 13.73  
Port Huron ..... 133.3 90.8 93.6 5.81  
Royal Oak-  
Ferndale ..... 222.1 90.1 92.9 15.13  
Saginaw ..... 148.3 92.0 94.8 12.84

#### Minnesota

Duluth ..... 127.3 91.8 94.6 12.82  
★ Minneapolis ..... 132.2 97.1 100.1 78.64  
★ St. Paul ..... 131.8 100.9 104.0 43.84

#### Mississippi

Jackson ..... 162.3 95.9 98.9 13.64  
Meridian ..... 159.4 96.3 99.3 5.33

#### Missouri

Joplin ..... 128.5 93.4 96.3 5.60  
★ Kansas City ..... 118.6 98.6 101.7 73.33  
★ St. Joseph ..... 131.1 103.0 106.2 8.93  
St. Louis ..... 123.7 94.1 97.0 99.83  
★ Springfield ..... 158.9 103.2 106.4 11.36

SALES MANAGEMENT



## The INDEPENDENT ROME Market

135,700 People  
\$226,597,000 Income  
\$134,518,000 Retail Sales  
\$34,168,000 Food Sales  
\$23,944,000 Auto. Sales  
\$9,820,000 Gasoline Sales  
\$3,632,000 Drug Sales

A huge portion of New York State's "Inner Empire" and beyond the influence of outside newspapers. Covered only by the Rome Sentinel. Check your A.B.C. figures.

## ROME DAILY SENTINEL

A.B.C. 17,303  
ROME, N. Y.

Call, wire or write  
W. S. DeHimer, Adv. Dir.,  
for complete merchandising and  
marketing services to supplement  
your advertising

## There's Plenty Cooking in Little Falls

Food sales in the Little Falls market averaged \$1,027 in 1957, totaled \$9,856,000.

Family for family, Little Falls is a better food market than the nation—\$75 per family better. On a quality basis certainly deserving of a good selling job—a specialty of the Little Falls Times, only newspaper solidly covering the market.

## Little Falls Times

LITTLE FALLS, N. Y.

Represented by  
The Julius Mathews Special Agency, Inc.

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.



FOR JUNE, 1958

RETAIL SALES FORECAST  
(S.M. Forecast for June, 1958)

	City	City	Nat'l.	
	Index	Index	Index	\$
	1958	1958	1958	(Million)
	vs.	vs.	vs.	June
	1948	1957	1957	1958

<b>Montana</b>	134.6	92.6	95.5	67.40
★ Billings	164.4	101.5	104.6	7.91
Butte	128.3	87.1	89.8	5.13
Great Falls	141.7	90.2	93.0	6.95

<b>Nebraska</b>	135.1	100.9	104.0	147.89
★ Lincoln	147.2	103.0	106.2	14.51
★ Omaha	146.1	102.0	105.2	37.18

<b>Nevada</b>	220.0	98.1	101.1	36.73
★ Reno	187.2	99.4	102.5	11.19

<b>New Hampshire</b>	142.7	96.4	99.4	54.97
★ Manchester	142.9	97.5	100.5	10.06
★ Nashua	148.8	98.1	101.1	4.49

<b>New Jersey</b>	158.0	95.2	98.1	578.48
★ Atlantic City	113.3	100.6	103.7	11.07
★ Camden	135.0	98.8	101.9	15.60
Elizabeth	126.0	94.4	97.3	12.57
Jersey City-				

Hoboken	111.7	94.8	97.7	25.69
Newark	112.5	91.5	94.3	53.85
Passaic-Clifton	162.2	94.6	97.5	17.91
Paterson	130.8	94.6	97.5	19.78
★ Trenton	192.9	108.6	112.0	26.54

<b>New Mexico</b>	217.7	109.3	112.7	86.30
★ Albuquerque	268.1	110.8	114.2	25.23

<b>New York</b>	152.2	103.5	106.7	1829.27
★ Albany	135.2	97.3	100.3	20.36
Binghamton	122.6	94.9	97.8	11.40
Buffalo	122.9	91.0	93.8	66.99
Elmira	126.7	92.0	94.8	7.62

★ Hempstead				
Township	308.1	101.9	105.1	102.15
Jamestown	117.3	89.3	92.1	5.69
★ New York	138.4	107.9	111.2	918.49
Niagara Falls	146.4	92.1	94.9	11.79
Poughkeepsie	143.9	94.0	96.9	7.86
★ Rochester	155.7	100.8	103.9	53.73
Rome	156.7	90.8	93.6	4.69
★ Schenectady	132.1	97.3	100.3	14.06
Syracuse	134.3	96.9	99.9	31.50
★ Troy	122.5	99.6	102.7	9.55
Utica	118.9	92.7	95.6	11.82

<b>North Carolina</b>	172.7	95.6	98.6	322.59
Asheville	145.8	96.1	99.1	9.67
★ Charlotte	186.5	99.4	102.5	26.31
Durham	132.8	92.5	95.4	9.47
★ Greensboro	193.8	104.1	107.3	20.15
★ Highpoint	207.2	97.9	100.9	6.57
Raleigh	170.2	94.9	97.8	11.67

## The POST sells ... profitably

Yes ... the Salisbury POST  
is famed for its sales-  
ability

17,800 circulation ... and  
the ONLY newspaper pub-  
lished in the market.

All State Metropolitan  
papers combined have a  
circulation of but a  
fraction over 3,500 in  
Salisbury-Rowan.

Use the POST.

It sells ...

profitably.



Published in the Tri-Cities  
Salisbury—Spencer—East Spencer  
Post Office:

**SALISBURY, NORTH CAROLINA**

RETAIL SALES FORECAST  
(S.M. Forecast for June, 1958)

	City	City	Nat'l.	
	Index	Index	Index	\$
	1958	1958	1958	(Million)
	vs.	vs.	vs.	June
	1948	1957	1957	1958

<b>North Carolina (cont'd)</b>				
Salisbury	165.9	91.5	94.3	4.18
Wilmington	165.9	94.3	97.2	6.40
Winston-Salem	185.3	89.1	91.9	13.45

<b>North Dakota</b>	130.2	102.4	105.6	66.06
★ Fargo	144.3	103.8	107.0	8.10

<b>Ohio</b>	154.6	92.6	95.5	935.18
★ Akron	154.3	97.0	100.0	40.52
Canton	139.5	91.3	94.1	17.44
Cincinnati	142.1	95.6	98.6	72.47
Cleveland	132.7	91.5	94.3	127.19
★ Columbus	173.8	103.0	106.2	66.13
Dayton	148.7	91.7	94.5	41.93
Elyria	151.1	89.7	92.5	5.23
Hamilton	167.0	95.1	98.0	9.45
Lima	149.7	91.5	94.3	8.67
Lorain	155.7	91.1	93.9	7.33
Mansfield	159.7	91.0	93.8	8.61
Middletown	146.4	94.9	97.8	5.37
Portsmouth	137.0	89.5	92.3	5.66
Springfield	142.6	89.3	92.1	11.08
Steubenville	175.6	93.1	96.0	7.85
Toledo	127.6	91.9	94.8	40.65
Warren	156.1	87.0	89.7	8.65

## Match Your SELLING POWER to This Buying Power

How are your sales in this \$384,454,000 market? Matching its pace-setting progress as one of the nation's 50 fastest-growing areas?

You can be sure they are if you're in the Chronicle-Telegram. The area's shopping needs—based on \$6,709 average income—explode with a bang in Elyria's stores . . . rocket the sales production index up to 158 . . . make Elyria the fourth busiest standard metro center in all Ohio!

The Chronicle-Telegram covers Elyria, reaches as many more homes in the surrounding area.

**Chronicle-Telegram**  
"The Family Newspaper"

**ELYRIA, OHIO**  
Circulation 23,540 ABC 9/30/57  
DOUBLE the Number of City Families

Represented by  
The Julius Mathews Special Agency, Inc.

If you aren't covered  
by the



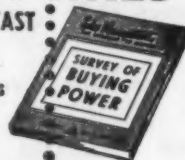
**BETHLEHEM  
GLOBE TIMES**  
you're not cover-  
ing Penn's 3<sup>rd</sup>  
largest market!  
The Bethlehem  
Globe-Times

Rolland L. Adams, Publisher  
Gallagher-De Lisser, Inc., national representatives

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.



FOR JUNE, 1958

### RETAIL SALES FORECAST (S.M. Forecast for June, 1958)

City	City	Nat'l.	
Index	Index	Index	\$
1958	1958	1958	(Million)
vs.	vs.	vs.	June
1948	1957	1957	1958

#### Ohio (cont'd)

Youngstown	143.6	89.9	92.7	25.25
Zanesville	134.7	90.2	93.0	5.71

#### Oklahoma

Bartlesville	139.8	93.1	96.0	190.30
★ Muskogee	156.0	91.0	93.8	2.95
★ Muskogee	147.6	100.8	103.9	4.52
Oklahoma City	163.0	93.3	96.2	38.98
Tulsa	169.2	95.1	98.0	31.93

#### Oregon

Eugene	129.9	93.0	95.9	172.24
Portland	128.7	93.8	96.7	8.51
Portland	122.6	92.1	94.9	58.51
★ Salem	148.2	108.6	112.0	9.23

#### Pennsylvania

	135.4	94.1	97.0	1002.91
★ Allentown	143.7	97.6	100.6	16.97
Altoona	114.3	93.1	96.0	7.34
Bethlehem	129.9	91.8	94.6	6.70
★ Chester	154.1	97.7	100.7	10.09
Erie	125.3	91.0	93.8	16.52
★ Harrisburg	144.6	97.0	100.0	16.74
Hazleton	112.8	92.2	95.1	3.89
Johnstown	130.1	94.4	97.3	9.68
Lancaster	149.3	94.6	97.5	11.20
★ Norristown	201.8	106.6	109.9	7.39
Oil City	96.1	90.6	93.4	2.07
Philadelphia	128.8	96.7	99.7	222.35
Pittsburgh	119.5	90.7	93.5	86.04
Reading	126.1	95.1	98.0	14.49
Sharon	117.3	89.6	92.4	4.28
★ Scranton	112.3	97.4	100.4	12.65
★ Wilkes-Barre	110.9	100.8	103.9	9.78
Williamsport	117.5	91.2	94.0	5.79
★ York	168.4	99.2	102.3	11.27

#### Rhode Island

	134.1	97.1	100.1	77.80
Newport	128.9	91.0	93.8	5.22
★ Providence	117.3	100.5	103.6	31.23
Woonsocket	118.9	90.3	93.1	5.14

#### South Carolina

	158.0	98.7	101.8	150.78
★ Charleston	168.2	101.9	105.0	12.38
Columbia	160.6	96.1	99.1	14.79
★ Greenville	170.0	104.9	108.1	13.14
Spartanburg	113.8	95.5	98.5	6.47

#### South Dakota

	131.3	105.6	108.9	68.00
★ Aberdeen	111.2	98.2	101.2	3.61

THERE IS ONLY  
ONE WAY TO REACH  
THE MASSES IN THE

**AKRON  
BEACON  
JOURNAL**

AREA OF INFLUENCE

**A BILLION  
350 MILLION  
\$ MARKET**

Complete coverage  
for only 40c a line  
WITH THE

**AKRON BEACON JOURNAL**

J. S. KNIGHT, Publisher  
STORY, BROOKS &  
FINLEY, Nat'l. Reps.

## THEY'VE GOT MONEY IN THE BANK IN ALTOONA!

Altoona is too busy running to the bank to find time to cry about business slumps.

Bank and building and loan association figures for 1957 show a tremendous picture of growth and accurately reflect the expansion of the Altoona market in all areas . . . population, employment, income, sales.

Bank assets hit \$59,766,870 last year, a \$5-million increase over 1954, and a third more than in 1950. Savings deposits during the same period increased by 50% to over \$15-million!

Even better with Building & Loan Associations, where assets more than tripled since 1950 to \$42,749,645 . . . and B & L savings accounts also tripled to over the \$30-million mark.

Quite a story of quite a market, covered by only one daily newspaper, saturating the city zone and county.

Sell the rich Altoona market, with the

**Altoona  
Mirror**

ALTOONA, PA.'S ONLY NEWSPAPER

RICHARD E. BEELER  
Advertising Manager

SALES MANAGEMENT

## HIGH SPOT CITIES RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.

FOR JUNE, 1958



### RETAIL SALES FORECAST (S.M. Forecast for June, 1958)

City	City	Nat'l.	
Index	Index	Index	\$
1958	1958	1958	(Million)
vs.	vs.	vs.	June
1948	1957	1957	1958

### South Dakota (cont'd)

★ Rapid City	209.7	106.6	109.9	7.05
★ Sioux Falls	152.8	110.5	113.9	9.82

Tennessee	149.3	96.2	99.2	259.04
Chattanooga	145.9	94.7	97.6	20.32
Knoxville	141.1	95.0	97.9	20.60
★ Memphis	144.3	97.7	100.7	55.69
★ Nashville	170.9	100.3	103.4	33.87

Texas	161.4	96.8	99.8	874.03
★ Abilene	169.7	106.9	110.2	8.67
★ Amarillo	183.6	101.6	104.7	16.81
★ Austin	164.6	102.2	105.4	18.44
★ Beaumont	156.1	103.0	103.1	14.88
Corpus Christi	196.4	94.6	97.5	20.21
★ Dallas	182.4	97.3	100.3	94.75

## RHODE ISLAND'S FIRST DAILY

## TO OFFER YOU COLOR!

Now—get extra impact from  
your Rhode Island newspaper ad-  
vertising with **COLOR** in **THE**  
**CALL**... the state's first daily to  
provide this service.

Any standard color may be  
used for space of 600 lines or  
over. Advance reservations are  
required. Send for complete de-  
tails and new color rate card  
now!

## WOONSOCKET CALL

Representatives:  
Gilman, Nicoll & Ruthman  
Affiliated: WWOX, WWOX-FM

COVERS RHODE ISLAND'S  
PLUS + MARKET

### RETAIL SALES FORECAST (S.M. Forecast for June, 1958)

City	City	City	
Index	Index	Index	\$
1958	1958	1958	(Million)
vs.	vs.	vs.	June
1948	1957	1957	1958

### Texas (cont'd)

★ El Paso	216.5	105.4	108.7	25.61
Fort Worth	155.2	94.8	97.7	47.35
Galveston	102.8	90.7	93.5	7.07
Houston	179.6	95.0	97.9	103.36
★ Laredo	145.1	104.5	107.7	4.66
★ Lubbock	190.8	102.0	105.2	16.60
★ Port Arthur	182.8	105.1	108.3	9.47
San Angelo	160.4	101.3	104.4	7.70
★ San Antonio	162.5	100.2	103.3	51.23
Texarkana	130.1	95.3	98.2	5.53
★ Tyler	157.8	97.8	100.8	7.28
★ Waco	150.5	97.8	100.8	12.26
Wichita Falls	158.5	96.0	99.0	9.72

Utah	162.8	97.0	100.0	78.41
★ Ogden	157.2	101.3	104.4	9.06
★ Salt Lake City	183.7	97.5	100.5	33.44

Vermont	131.6	98.5	101.5	36.50
★ Burlington	137.4	99.9	103.0	5.38
★ Rutland	127.2	99.6	102.7	3.08

Virginia	162.9	95.3	98.2	299.95
Danville	125.5	92.5	95.4	5.46
Lynchburg	127.2	93.1	96.0	6.39
Newport News	130.2	94.9	97.8	7.84
Norfolk	158.9	94.3	97.2	30.57
★ Portsmouth	164.1	97.8	100.8	9.06
★ Richmond	136.0	96.0	101.0	35.80
★ Roanoke	135.8	101.5	104.6	12.77
Washington	143.8	95.9	98.9	264.86
★ Bellingham	110.5	99.9	103.0	4.06
★ Everett	138.5	99.0	102.1	6.49
★ Seattle	159.4	98.6	101.7	81.23
Spokane	147.3	94.3	97.2	24.20
Tacoma	139.2	91.6	94.4	19.75
★ Yakima	132.2	101.4	104.5	8.83

West Virginia	130.8	94.0	96.9	139.69
Charleston	140.4	96.8	99.8	16.23
★ Huntington	153.9	97.6	100.6	12.39
Wheeling	119.8	89.0	91.8	8.49

Wisconsin	144.1	98.6	101.6	384.67
★ Appleton-Neenah-				
Menasha	163.1	98.4	101.4	6.52
Beloit-Janesville	137.2	90.9	93.7	8.40
★ Green Bay	158.2	98.4	101.4	9.73
Kenosha	136.9	95.7	98.7	6.90
★ La Crosse	143.8	101.1	104.2	7.22
★ Madison	168.0	102.0	105.2	16.70
★ Milwaukee	149.8	101.9	105.0	97.70
Oshkosh	124.0	95.7	98.7	5.83
Racine	128.0	96.0	99.0	9.34
Sheboygan	131.8	95.8	98.8	5.68
Superior	126.0	96.6	99.6	3.68

Wyoming	149.2	103.4	106.6	38.34
★ Casper	203.0	103.1	106.3	6.58
★ Cheyenne	170.4	106.7	110.0	6.00

## NEWPORT

### RHODE ISLAND'S RICHEST MARKET \$128,244,000 Income

To sell isolated Newport you have to sell the Daily News readers. They add up to the county's buying power. You just can't sell the Daily News readers. They add up to 63% of the county's families—have 76% of the county's buying power. You just can't sell the Newport market unless you penetrate this readership "curtain".

## The Newport Daily News

Newport County's Only Daily

Largest Circulation  
in Southern Rhode Island

Represented by  
The Julius Mathews Special Agency, Inc.

### RETAIL SALES FORECAST (S.M. Forecast for June, 1958)

City	City	City	
Index	Index	Index	\$
1958	1958	1958	(Million)
vs.	vs.	vs.	June
1951	1957	1957	1958

Canada	134.0	99.0	100.0	1259.80
--------	-------	------	-------	---------

Alberta				
Calgary	129.9	88.0	88.9	21.02
Edmonton	124.9	93.4	94.3	23.75

British Columbia				
Vancouver	153.2	98.2	99.2	63.74
★ Victoria	183.5	117.6	118.8	15.10

Quebec				
★ Montreal	146.2	99.8	100.8	133.54
Quebec	129.7	98.1	99.1	18.96

Saskatchewan				
★ Regina	152.9	110.2	111.3	14.28

Manitoba				
★ Winnipeg	117.0	102.6	103.6	32.54

New Brunswick				
★ Saint John	150.6	107.1	108.2	7.53

Nova Scotia				
Halifax	125.0	96.4	97.4	11.22

Ontario				
Hamilton	124.7	98.3	99.3	25.63
★ London	137.7	102.5	103.5	15.67
★ Ottawa	124.9	102.9	103.9	23.34
★ Toronto	153.2	102.7	103.7	138.01
Windsor	104.3	88.6	89.5	12.24



## What Is A MARKET PRODUCER?

A man who creates integrated marketing programs; who inspires advertising agency people, salesmen, dealers to make yesterday's excellent performance today's commonplace; who believes that the future of business lies in understanding the buyer; who knows that a rising profit curve is even more important than a rising sales curve.

This marketing man has such record of achievement. YOU may need HIM. You can only gain by finding out.

Write to:

Sales Management, Box 3391

## UNDERSTAFFED? OVERWORKED?

### Fill in with Top Freelance!

Versatile writer with 4-A Agency, leading Manufacturer and a national Trade Association background will create for you advertising copy, booklets, histories, annual reports, or PR copy and placement. Write now to TOP BOX 3397 Sales Management

## INDUSTRIAL SALES MANAGEMENT

Challenging opportunity for young aggressive man to establish and direct product Development and Pricing Strategy for an aggressive growth-minded Rhode Island Manufacturer of Industrial Pumps, Heat Exchangers, and residential heating equipment.

Requires technical college training, with a minimum of 5 years' industrial marketing experience in product planning, marketing research, sales planning, or advertising and sales promotion.

Send resumé with complete information including salary history to Box No. 3399.



### EVER READY

Creative Printed Specialties

Any size, shape, color, or adhesive... for any product, service, purpose, or surface. Free Design Service. Satisfaction fully guaranteed. Send for 'New Ideas' Kit.

10-L East 49th, N.Y.C. 17 PLaza 1 3040

# SALES GAINS AND LOSSES

Of the 85 companies included in this group of sales gain and loss reports, 66 are in the doldrums. However, on the brighter side of the picture, where 19 show a gain, there are some very bright spots, indeed. Notable among them: Boeing Airplane Co., whose first-quarter sales of \$411.1 million represent an increase of more than 40% over last year's \$292.1 million for a similar period. Up there with Boeing, though not quite so high, is Lockheed Aircraft Corp. Its \$238.7 million figure for the first quarter of 1958 is 23% greater than the \$195.7 million figure for the same period a year ago.

Ralston Purina Co. showed net sales for the six months ending March 1958 of \$238.8 million, the highest reported in the company's history for a similar period. And apparently the headaches afflicting so many companies have been good for Sterling Drug Co., which shows a first-quarter gain of 10% over a comparable period last year.

Figures are shown in millions of dollars.

\*1957 and 1956 figures shown.

\*\*To Feb. 28.

### UP-19

Company	Period	1958	1957
Anheuser-Busch, Inc.	3 mo.	52.2	47.7
Armstrong Rubber Co.	6 mo.	32.5	32.0
Avon Products, Inc.	3 mo.	21.8	19.6
Boeing Airplane Co.	3 mo.	411.1	292.1
Fisher Brothers Co.	12 wks.	24.3	22.3
Foremost Dairies, Inc.	3 mo.	99.5	94.4
General Cigar Co., Inc.	3 mo.	11.4	10.9
General Dynamics Corp.	3 mo.	386.4	342.8
Great American Industries	yr.	16.7	14.7
Kaiser Aluminum	3 mo.	99.8	97.5
Lily-Tulip Cup Corp.	3 mo.	18.6	17.6
Lockheed Aircraft Corp.	3 mo.	238.7	195.7
Munsingwear, Inc.	3 mo.	7.9	6.4
Ralston Purina Co.	6 mo.	238.8	220.0
Simplicity Pattern Co.	3 mo.	4.7	4.5
Standard Packaging Corp.	12 wks.	8.1	8.1
Sterling Drug, Inc.	3 mo.	54.9	49.3
Trane Co.	3 mo.	20.6	18.6
Universal Match Corp.	3 mo.	9.7	8.3

### DOWN-66

Allied Products Corp.	3 mo.	4.0	6.1
American Chain & Cable Co.	3 mo.	27.1	31.5
American Machine & Metals	3 mo.	10.9	11.0
American Viscose Corp.	3 mo.	49.4	64.1
American Zinc, Lead & Smelting	3 mo.	9.3	18.1
Armco Steel Corp.	3 mo.	143.0	198.2
Bigelow-Sanford Carpet Co.	3 mo.	15.9	20.8
Bridgeport Brass Co.	3 mo.	29.3	39.8
Burlington Industries, Inc.	6 mo.	332.8	347.7
Ceco Steel Products Corp.	3 mo.	14.2	16.7
Century Electric Co.	3 mo.	4.6	7.8
Chemtron Corp.	3 mo.	29.1	38.0
Collins & Aikman Corp.	3 mo.	40.2	45.3
Consolidated Cigar Corp.	3 mo.	16.6	17.5
Controls Co. of America	3 mo.	6.3	7.3
Curtiss-Wright Corp.	3 mo.	105.1	147.4
Crane Co.	3 mo.	75.6	88.8
Dan River Mills, Inc.	3 mo.	40.6	41.4
Electric Storage Battery	3 mo.	29.9	35.1
Firth Carpet Co.	3 mo.	6.3	7.3
Food Machinery Corp.	3 mo.	70.1	80.9
Fort Wayne Corrugated Paper	12 wks.	4.7	5.7
Fruehauf Trailer Co.	3 mo.	47.6	59.7
Georgia Pacific Corp.	3 mo.	32.8	34.5
Godyear Tire & Rubber Co.	3 mo.	308.3	353.2
Great Northern Paper Co.	12 wks.	12.2	16.2
A. P. Green Fire Brick Co.	3 mo.	7.5	10.8
Hajoca Corp.	3 mo.	6.5	7.0
Handy & Harman	3 mo.	16.1	19.7
R. Hoe & Co., Inc.	6 mo.	8.7	10.1
Houdaille Industries	3 mo.	12.9	19.9
Hupp Corp.	3 mo.	13.9	15.3
I-T-E Circuit Breaker Co.	3 mo.	28.0	30.1
Earle M. Jorgenson Co.	3 mo.	10.5	13.9
Joy Mfg. Co.	3 mo.	50.0	65.3
Keystone Steel & Wire Co.	3 mo.	24.6	30.6
Koppers Co., Inc.	3 mo.	63.7	71.9
M. Lowenstein & Sons, Inc.	3 mo.	116.8	117.8
Manhattan Shirt Co.	9 mo.	25.6	27.2
Marchant Calculators, Inc.	3 mo.	6.1	6.3
The Martin Co.	3 mo.	96.3	98.7
Metal & Thermit Corp.	3 mo.	8.4	11.4
Minnesota Mining & Mfg. Co.	3 mo.	85.2	89.5
Minnesota & Ontario Paper	3 mo.	20.1	20.3
Motorola, Inc.	3 mo.	40.9	52.3
Ohio Oil Co.	3 mo.	71.9	78.5
Phelps Dodge Corp.	3 mo.	51.5	83.5
Radio Corporation of America	3 mo.	278.3	295.8
Revere Copper & Brass, Inc.	3 mo.	41.2	53.9
Jacob Ruppert	3 mo.	6.3	6.5
D. A. Schleaffer Pen Co.	yr.**	25.1	26.3
Sorg Paper Co.	3 mo.	3.8	4.4
Spencer Chemical Co.	3 mo.	9.5	14.2
Stone Container Corp.	3 mo.	8.2	9.2
Texas Gulf Sulphur Co.	3 mo.	12.1	17.8
Textiles-Inc.	6 mo.	12.8	15.0
Thermoid Co.	3 mo.	8.2	9.7
Tung-Sol Electric Co.	3 mo.	13.7	16.1
Union Asbestos & Rubber Co.	3 mo.	2.1	3.4
U. S. Hoffman Machinery Corp.	3 mo.	15.4	22.4
Universal Marion Corp.	3 mo.	9.4	10.4
Vanadium Corp. of America	3 mo.	11.2	15.6
Ward Industries Corp.	3 mo.	3.4	5.5
S. D. Warren Co.	3 mo.	15.3	16.0
Westinghouse Electric Corp.	3 mo.	449.3	475.7
Weyerhaeuser Timber	3 mo.	92.7	96.5

SALES MANAGEMENT

<b>Advance Furnace Company</b> .....	76
Agency: Associated Advertising Agency Inc.	
<b>Advertising Checking Bureau, Inc.</b> .....	59
Agency: Harris & Bond, Inc.	
<b>Advertising Corporation of America</b> .....	97
<b>Aero Mayflower Transit Company</b> .....	58
Agency: Caldwell, Larkin & Sidener-Van Riper, Inc.	
<b>Aircraft &amp; Missiles Manufacturing</b> .....	30-31
Agency: Howard A. Harkavy, Inc.	
<b>Akron Beacon Journal</b> .....	124
Agency: McDaniel, Fisher & Spelman Company	
<b>Altoona Mirror</b> .....	124
<b>American Chain of Warehouses, Inc.</b> .....	3
Agency: Caldwell, Larkin & Sidener-Van Riper, Inc.	
<b>American Telephone &amp; Telegraph Company (Classified)</b> .....	113
Agency: Cunningham & Walsh Inc.	
<b>American Telephone &amp; Telegraph Company (Long Lines)</b> .....	24
Agency: N. W. Ayer & Son Inc.	
<b>Arvey Corp.</b> .....	108
Agency: Frederick C. Williams & Associates	
<b>Aviation Age</b> .....	62-63
Agency: The Schuyler Hopper Company	
<b>Bell &amp; Howell Company</b> .....	27
Agency: McCann-Erickson, Inc.	
<b>Benton &amp; Bowles, Inc.</b> .....	53
<b>Bethlehem Globe-Times</b> .....	124
Agency: Harvey B. Nelson Advertising	
<b>Better Homes &amp; Gardens</b> .....	1
Agency: J. Walter Thompson Company	
<b>Better Living Industries</b> .....	70
<b>Biddeford Journal</b> .....	121
<b>Boca Raton Hotel &amp; Club</b> .....	103
Agency: Charles Anthony Gross Advertising Agency, Inc.	
<b>Campbell-Ewald Company</b> .....	26
<b>Chartmakers, Inc.</b> .....	81
<b>Chilton Company</b> .....	48-49
Agency: Gray & Rogers	
<b>Chicago Tribune</b> .....	4th Cover
Agency: Foote, Cone & Belding	
<b>Cleveland Plain Dealer</b> .....	93
Agency: Joseph Gulloset Company	
<b>Color-tone Press</b> .....	114
Agency: Henry J. Kaufman & Associates	
<b>Copeland Displays, Inc.</b> .....	78-79
Agency: Victor A. Bennett Company, Inc.	
<b>Cubana Airlines</b> .....	66
Agency: Harry W. Graff, Inc.	
<b>Dartnell Corp.</b> .....	77
Agency: Arthur C. Barnett Advertising	
<b>Diamond-Gardner Corp.</b> .....	3rd Cover
Agency: Kircher, Helton & Collett, Inc.	
<b>Dow-Chemical Company</b> .....	54-55
Agency: MacManus, John & Adams, Inc.	
<b>Elks Magazine</b> .....	9
Agency: McCarthy Company	
<b>Elyria Chronicle-Telegram</b> .....	124
<b>Ever Ready Label Company</b> .....	126
Agency: Alan Goodman Advertising	
<b>Exposition Press</b> .....	114
Agency: Lowey-Stempel Advertising	
<b>Farm Journal</b> .....	16
Agency: Lewis & Gilman Inc.	
<b>Fort Pierce Industries</b> .....	83
Agency: Kudner Agency, Inc.	
<b>General Aniline &amp; Film Corp.</b> .....	109
Agency: Benton & Bowles, Inc.	
<b>Greenbrier &amp; Cottages</b> .....	74
Agency: Needham & Grohmann, Inc.	
<b>Greensboro News-Record</b> .....	67
Agency: Henry J. Kaufman & Associates	
<b>Grit Publishing Company</b> .....	107
Agency: Gray & Rogers	
<b>Gulf Publishing Company</b> .....	112
Agency: Darwin H. Clark Company	
<b>Haire Publishing Company</b> .....	4
Agency: Ben Sackheim, Inc.	
<b>Hale Sales Corp.</b> .....	70
Agency: Evans, McClure & Associates	
<b>Hamilton Watch Company</b> .....	71
Agency: Beaumont, Heller & Sperling Inc.	
<b>Hile Damroth, Inc.</b> .....	25
<b>Allen Hollander Company, Inc.</b> .....	114
Agency: Joseph I. Sonnenreich	
<b>The Schuyler Hopper Company</b> .....	61

JUNE 6, 1958

## ADVERTISERS' INDEX

This Index is provided as an additional service. The publisher does not assume any liability for errors or omissions.

# Sales Management

## ADVERTISING SALES

### VICE-PRESIDENT, SALES

Randy Brown, Jr.

### SALES PROMOTION MANAGER

Philip L. Patterson

### Asst. to Vice-President, Sales

Cecelia Santoro

### ADV. SERVICE MANAGER

Madeleine Singleton

### PRODUCTION MANAGER

Virginia New

## DIVISION SALES MANAGERS

**New York**—W. E. Dunsby, Wm. McClenaghan, Elliot Hague, Howard Terry, Robert B. Hicks, Dan Callanan, 386 Fourth Ave., New York 16, N. Y. LExington 2-1760.

**Chicago**—C. E. Lovejoy, Jr., Western Advertising Director; W. J. Carmichael, Western Sales Manager; Thomas S. Turner, John W. Pearce, 333 N. Michigan Ave., Chicago 1, Ill., STate 2-1266; Office Mgr., Vera Lindberg.

**Pacific Coast**—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOodland 2-3612.

<b>Hospital Purchasing File, Inc.</b> .....	27
Agency: F. D. Baker	
<b>Hotel New Yorker</b> .....	76
<b>Industrial Distribution</b> .....	105
Agency: Royal & DeGuzman	
<b>Industrial Equipment News</b> .....	7
Agency: Tracy, Kent & Company, Inc.	
<b>Kem Plastic Playing Cards, Inc.</b> .....	12
<b>Life Magazine</b> .....	45
Agency: Young & Rubicam, Inc.	
<b>Little Falls Times</b> .....	123
<b>Los Angeles Times</b> .....	97
Agency: Batten, Barton, Durstine & Osborn, Inc.	
<b>Los Angeles Mirror-News</b> .....	117
Agency: Batten, Barton, Durstine & Osborn, Inc.	

<b>McCall's Magazine</b> .....	21
Agency: Donahue & Coe, Inc.	
<b>McGraw-Hill Publishing Company</b> .....	94-95
Agency: Fuller & Smith & Ross, Inc.	
<b>Madison Newspapers, Inc.</b> .....	2
<b>Manager Hotel Chain</b> .....	83
Agency: Ellington & Company, Inc.	
<b>Marsteller, Rickard, Gebhardt &amp; Reed, Inc.</b> .....	2nd Cover
<b>Meriden Record-Journal</b> .....	120
Agency: Gordon Schonfarber & Associates, Inc.	
<b>Middletown Press</b> .....	120
<b>Minneapolis Star &amp; Tribune</b> .....	8
Agency: Batten, Barton, Durstine & Osborn, Inc.	
<b>Moline Dispatch-Rock Island Argus</b> .....	92
Agency: Clem T. Hanson Company	
<b>Monsanto Chemical Company</b> .....	86-87
Agency: Needham, Louis & Brorby, Inc.	
<b>Nation's Business</b> .....	28-29
Agency: Gray & Rogers	
<b>National Van Lines, Inc.</b> .....	77
Agency: Wade Advertising Agency	
<b>New London Day</b> .....	120
Agency: Gordon Schonfarber & Associates	
<b>Newport News</b> .....	125
<b>New York Times</b> .....	98
Agency: Norman D. Waters & Associates, Inc.	
<b>Earl Nightingale, Inc.</b> .....	75
Agency: William R. Williams Company	
<b>Norwich Bulletin</b> .....	121
<b>Oklahoman &amp; Times</b> .....	91
Agency: Lowe Runkle Company	
<b>Orchids of Hawaii, Inc.</b> .....	25
Agency: Jerry Goldstein Advertising Agency	
<b>Orlando Sentinel-Star</b> .....	117
Agency: A. P. Phillips Company	
<b>Outdoor Advertising Inc.</b> .....	5
Agency: Al Paul Lefton Company	
<b>Phillips Chemical Company</b> .....	18-19
Agency: Lambert & Feasley, Inc.	
<b>Pittsburgh Post-Gazette</b> .....	111
Agency: Dubin Advertising, Inc.	
<b>Portland Press-Herald Express</b> .....	122
Agency: J. M. Bochner Advertising	
<b>Realist, Inc.</b> .....	114
Agency: Calkins & Holden, Inc.	
<b>Reply-O-Letter</b> .....	82
Agency: Howard A. Harkavy, Inc.	
<b>Rome Sentinel</b> .....	123
<b>Rotarian</b> .....	102
Agency: Fuller & Smith & Ross Inc.	
<b>Sales Management</b> .....	72A-72B
<b>Salisbury Post</b> .....	123
Agency: J. Carson Brantley Advertising Agency	
<b>Saturday Evening Post</b> .....	22-23
Agency: Batten, Barton, Durstine & Osborn, Inc.	
<b>Seattle Times</b> .....	115
Agency: Cole & Weber	
<b>Stamford Advocate</b> .....	121
<b>Successful Farming</b> .....	6
Agency: L. E. McGiverna & Company, Inc.	
<b>Sweet's Catalog Service</b> .....	14-15
Agency: Muller, Jordan & Herrick	
<b>Tecoma News-Tribune</b> .....	99
Agency: The Condon Company	
<b>Textile, Inc.</b> .....	80
Agency: Rogers & Smith Advertising Agency	
<b>This Week Magazine</b> .....	13
Agency: Earle Ludgin & Company	
<b>Time, Inc.</b> .....	68-69
Agency: Young & Rubicam, Inc.	
<b>Utica Drop Forge &amp; Tool Corp.</b> .....	108
Agency: Zimmer Keller & Calvert Inc.	
<b>WCBS-TV</b> .....	10-11
<b>WDIA</b> .....	104
Agency: Brick Muller & Associates	
<b>Wall Street Journal</b> .....	46-47
Agency: Martin K. Speckter Associates	
<b>Western Union Telegraph Company</b> .....	56
Agency: Benton & Bowles, Inc.	
<b>Woonsocket Call</b> .....	125
Agency: Gordon Schonfarber & Associates, Inc.	
<b>Young &amp; Rubicam, Inc.</b> .....	32

127

HUGHES PRINTING CO.  
EAST STROUDSBURG, PA.

## TODAY'S ADVERTISING

Policies • Trends • People

by Lawrence M. (Mike) Hughes

### Biggest

"I think Marion *will* make his agency the biggest in the world . . . for about 10 minutes." Thus author Martin Mayer quotes veteran consultant John Orr Young in "Madison Avenue, U.S.A."

But Marion Harper confides that this statement is being deleted from later editions.

Meanwhile, though McCann-Erickson probably won't make the \$300-million mark this year, both domestic and foreign billings in the first four months were ahead. Call it confidence, if you will, among 500 clients.

(Marion thinks more should be said about the community work agencies do, for free. Mc-E is out of pocket \$100,000 annually for such campaigns as "Cross at the green—not in between." And Y&R has done a lot to de-litter NY.)

### Recovery

Gordon E. (Pinky) Hyde reports that D'Arcy has come back nicely from Coca-Cola's loss (to Mc-E). Currently D'Arcy is 4% ahead of 1957, and for fiscal year 1958, ending August 31, probably will report a record \$57 million.

### Loose

One advertising neurosis seems to be an enlarged guilt complex. In parallel surveys among 100 housewives and 100 ad people, Dr. Claude Robinson told the Four A's: Five times as many of the former as the latter call advertising people "respectable" and "honest," and 50% more, "hard working." But more ad people (18 to 5) lament their own "loose morals." And by a score of 52 of them to one housewife, they admit they "drink too much."

### Footloose

In Chicago not long ago I ran into Abbott (Tim) Kimball. Having sold his agency to Grant Advertising, he was returning leisurely to NY from a world tour. When he talked about the rat race, he smirked like a cat. Tim says he'd never met Will Grant until the offer.

### Low Gear

In Detroit the Rambler boys were boasting of 5.4% of the U.S. market. From my *NY Times* they tore a page ad saying that the new Rolls-Royce is "18 inches shorter than other luxury cars."

Recession makes motormakers more specific. Mercury breaks, in newspaper color, with "suggested retail delivered prices" (\$2,566, in Detroit, for two-door sedan). In magazines Plymouth shows how much "more cargo space" its wagons have than those of C and F.

Ford folks stoutly maintain that, with 40,000 retail deliveries in first six months, Edsel has done the "best of any new cars."

In Cincinnati I paused at a fast-food place for a Thunderburger.

### Advertisers

My favorite error is on Dow Chemical: Instead of \$175 million for capital facilities in fiscal 1958, Dow spent \$190 million. In next two years this ticket will be \$100 million each.

Deflationary: 5-cent beer at Larry's Bar & Grill, Manhattan . . . Gasoline reduction of "nearly 2 cents a gallon" by Speedway Petroleum in Midwest . . . American Express finds "a buyer's market for North American vacationists this summer." . . . Alitalia's new economy fare to Milan is "\$113 less than tourist."

Ernest Henderson tells NY direct-mailers that his chain became Sheraton, in 1939, because one of the three originally acquired hotels bore an electric sign which said that. It would have been "too costly to remove the sign" from this modest Cambridge unit.

U. S. Steel promotes canned soft drinks in newspapers of 32 markets. . . . "Kraft Theatre" and "Studio One" (Westinghouse) will finally sign off—on NBC and CBS. But both advertisers stay aired with other shows. On ABC next December 3, "The Voice of Firestone" will mark 30 years of keeping everlastingly airing.

Kraft won't talk about a new private labeling dept.

Eso starts a \$1.5 million newspaper campaign, in spreads in color and b&w. . . . In nine years, says Research Co. of America, brewers have boosted their average ad ante from \$1.02 to \$2.29 a barrel. Current total in all media: \$200 million. . . . Tonight—June 6, 1958—Associated Products launches "Music Bingo," on ABC-TV.

### Media

ANA persuades major-market dailies to include met. area total circ. figs. in ABC reports and *Standard Rate & Data* listings. "Many advertisers," ANA tells publishers, base sales districts on these areas.

In first quarter 1958 *Sports Illustrated* gained 66% in ad dollars, 34% in ad pages, and 14% in circ. from first quarter 1957. Circ. base is now 850,000. Harry Phillips expects to show at least a 50% ad-dollar rise for the first half. . . . In first four months 72 newspapers ran 77 boat show supplements totaling 740 pages. . . . In first quarter, TvB reports, spot TV expenditures climbed 1.8% to \$119 million and net TV 13.5% to \$143.7 million. . . . In year 1958 NBC radio affiliates will get two-and-a-half times the "compensation" they received in 1956.

*New York Journal-American*, and Hearst Adv. Service, have issued a "complete Operating Sales Control" for this city and its suburban marketing area. . . . Blair-TV reports that 17 advertisers—"mostly with new products"—are using its "Test Market Plan," introduced last January.





is for Everything you'll find in a store  
Numbering thousands of items and more  
And each to be packaged to make it complete  
In a way that's attractive, thrifty and neat.



G

is for Gardner—where cartons are made  
For products that lead in the business parade  
In sizes and styles and designs so compelling  
That they add to the charm of whatever you're selling.



*Persuasive Packaging*

DIAMOND GARDNER CORPORATION

THE GARDNER DIVISION  
MIDDLETOWN, OHIO



DRY CARTONS • CARRIERS • BOXBOARDS  
PARAFFIN CARTONS • RETAIL CARTONS



# 6 big color spreads

in the  
Chicago Tribune

# TV WEEK!



Scott Petersen, maker of savory sausage and sandwich meats, knows a good spread when it sees one. That's why this exclusive Tribune advertiser has scheduled 6 full color spreads in TV WEEK magazine in addition to 4 full pages in ROP color.

This dramatic center spread is the hottest new advertising buy in the big Chicago market. It nestles right in the middle of the Movie Guide—one of the best read features in TV WEEK. All week long, as readers keep checking on movies to be televised, they are repeatedly exposed to this attention-getting ad space.

Remember, TV WEEK reaches more than 750,000

families in Chicago and suburbs—and 96% of its readers keep it handy for a full week.

Why not hammer home your sales message in Chicago with the 7-day sales power of TV WEEK? Ask your Tribune representative for full details about this new center spread unit in TV WEEK.

**To be BIG in Chicago,  
be BIG in the Tribune!**